

## TASK AUTHORIZATION FORM

| TASK AUTHORIZATION (TA) FORM  |                    |                              |                                   |
|---|--------------------|------------------------------|-----------------------------------|
| <b>Contractor:</b>  | ACCENTURE INC.     | <b>Contract Number:</b>      | B9220-210014/002/ZM               |
| <b>Commitment Number (PR#):</b>   | 152548             | <b>Financial Coding:</b>     | 0500-0140-6762-54080-7380-1001080 |
| <b>Task Number:</b>   | 7113956<br>TA# 002 | <b>Amendment Number:</b>     | 002                               |
| <b>Issue Date:</b>  |                    | <b>Response required by:</b> |                                   |
| <b>1. STATEMENT OF WORK (BACKGROUND, TASKS, AND DELIVERABLES)</b>   |                    |                              |                                   |
| <p><b>Amendment #002 is raised to add additional milestones for Transformation Office Operation and increase the value of the TA by \$550,425.00 for services, plus \$82,426.14 for applicable taxes, for a total increase of \$632,851.14.</b></p> <p><b>Amendment #001 is raised to correct the basis of payment and reduce the total TA value by \$632,851.14 taxes included.</b></p> <p><b>This Task authorization addresses two areas of work:</b></p> <ol style="list-style-type: none"> <li>1. Transformation Office Design and Operation</li> <li>2. Power Platform MVP for Chinook</li> </ol> <p><b>Description of the Project / Work Required –Transformation Office Design and Operation</b></p> <p><b>BACKGROUND:</b></p> <p>IRCC has defined a bold transformation vision to become the world leader in migration. The pressures created by the COVID-19 pandemic have increased the urgency of accelerating key elements of this transformation. As IRCC mobilizes to undertake this ambitious enterprise wide digital transformation, a central body must be established to orchestrate the transformation.</p> <p>This central body – the transformation office – will be responsible for governing and ensuring the success of a multi-million-dollar transformation program that is critical to the revitalization efforts for IRCC. In addition, the global pandemic laid bare our limitations and has further reinforced the urgency of making our operations fundamentally digital so that our immigration system is more nimble and resilient. For the Transformation Office to be effective, it must be designed and operated with the appropriate organizational structure, capabilities, and roles required to enable success.</p> <p>IRCC has begun work to define the Transformation Office scope and mandate. The engagement to design the transformation office will build on the work completed to date and refining to accelerate the mobilization of the transformation office.</p> <p>Establishing an effective Transformation Office with the right capabilities must be staffed with employees with the right skillsets and practical experience to operate it effectively. Accenture can support by providing contracted resources with the right experience and skillsets to not only help operate the Transformation Office in the short term but also to help coach and upskill IRCC employees to support an evolution to a fully staffed Transformation Office with mature capabilities to manage the transformation efforts.</p> <p><b>TASKS</b></p> <p>For the Transformation Office Design, the Contractor will:</p> |                    |                              |                                   |

- Review and refine existing inputs from IRCC Transformation Office design to analyze organizational structure options (e.g., centralized vs. decentralized) and recommend the selection of the appropriate model
- Review and refine key roles and skillsets required to support the Transformation Office
- Review and refine the core capabilities within the Transformation Office
- Leverage existing documentation to refine structures and processes underpinning the capabilities (e.g., delivery governance, benefits reporting)
- Review and refine the activities and flow of inputs and action between the Transformation Office and key partners within IRCC (e.g., strategic policy & planning, DPM, ePMO, Technology) and outside IRCC (e.g., SSC, CBSA, IRB)
- Define evolution stages to achieve the target state Transformation Office Build Program delivery roadmap
- Outline how the Transformation Office should evolve as the transformation progresses and matures
- Stand up key capabilities within the Transformation Office leveraging Accenture resources
- Develop the supporting templates and tools to enable activation of core capabilities
- Support definition and activation of Digital Journeys with industry and technology expertise

A high-level timeline of the design phase is provided in Figure 1 below.

*Figure 1 High Level Timeline*

## DELIVERABLES

For the design of the transformation office, the Contractor will provide the following deliverables:

- Organizational structure (including roles and skillsets)
- Capability model & scope of delivery
- Interaction model between transformation office & IRCC
- Transformation Office evolution stages
- Mobilize the Transformation Office
- Support the ongoing operation of the Transformation Office

**Deliverable Inspection and Acceptance:** The Project Lead, on behalf of the Technical Authority, will inspect and accept the deliverables within 3 business days of submission from the Contractor. The Deliverable will be deemed accepted after two (2) weeks from the date all Deliverables were submitted to the Technical Authority.

## Description of the Project / Work Required – Power Platform MVP for Chinook:

### BACKGROUND:

As the Government of Canada returns to business in a new COVID reality and the volume of Temporary Resident Visa applications increases, the IRCC needs to act quickly to automate a currently manual part of the process for Temporary Resident Visas by developing and implementing a replacement solution for the current Chinook Application.

Global Case Management System (GCMS) is the core application at IRCC to process applications. Due to limitations of GCMS around performance and user interface, overseas processing centers started building local applications to manage workload. Chinook was launched to replace these local applications and consolidate them into single solution. Chinook is an Excel based application that consists of 6 modules namely 1) File Management, 2) Pre-Assessment, 3) Decision Maker, 4) Post-Decision, 5) Indicator Management and 6) Quality Assurance. The existing Chinook solution has issues around stability and scaling additional features. With the return to business in the current COVID reality and associated increases in volume, these issues have become more exasperated so that the IRCC now is looking for a replacement that can be rolled out in a rapid timeframe.

Module 3, which is the 'Decision Maker Module' is in scope for the Power Platform MVP along with capabilities within Modules 4 and 5 that are incorporated in Module 3. The majority of visa processing offices in Canada and overseas use Chinook, and it is estimated that approximately 1,000 users (500 overseas and 500 in Canada) will use the replacement solution as part of this MVP. Power Platform was evaluated and is being considered as a replacement to Chinook. One of the key objectives of this MVP is to validate Power Platform as a solution, that can meet the IRCC's requirements which are currently served by Chinook.

## TASKS

For the Power Platform MVP for IRCC's Chinook replacement, the Contractor will:

- Provide support to the Technical Authority's infrastructure team to setup the Development and Production instances of Dynamics 365 CE (D365). These instances will be provisioned on the Technical Authority's Azure tenant and will be federated with the tenant's Azure Active Directory (AAD) to enable the user authentication.
- Following agile approaches to development, the contractor will build MVP core functionality as defined in Sprint Planning sessions and based on prioritizations of user stories by the IRCC Journey Owner. The initial vision for the MVP roadmap is outlined below. The requirements outlined are provided as a high-level roadmap of the user stories and do not constitute a statement of full specifications to be developed in this release. It is expected and anticipated that user stories will be added or removed throughout the agile process. Services will be performed subject to available capacity as indicated in the staffing below
  - Undertake core platform configurations pertaining to workflow, business unit hierarchy, teams, user setup, and setup of the D365 role security model which provide the basis for further development.
  - Enable the D365 language pack to support the English and French interface on the platform. French translations of custom components (entities, fields, labels, headers) will be provided by Technical Authority which will be imported into the platform by the Contractor.
  - Build integration components to consume the GCMS extract (fixed format csv extracts). These extracts will be generated at a predefined location by the Technical Authority that is accessible by the cloud service. No integration will be built to push the decision data back into GCMS and the decisions will be manually copied into GCMS by the application user.
  - Undertake upload of existing master tables and configuration tables in D365 using the cleansed data provided by Technical Authority in a predefined format (Excel or in a staging data). These tables will be used at various places in the application form as masters.
  - Configure out-of-the-box search capability of D365 for users to be able to search for specific application forms filtering on predefined search attribute (application id).
  - Build the user interface (UI) using D365 forms for viewing the application and associated data. This will be the primary UI for users to view the application data. Besides the individual UI forms, D365 views will be configured to view the application data in bulk.
  - Build the mechanism to capture decisions and action notes on Temporary Resident applications. Four templates will be configured to capture the application decisions in a structured manner.
  - Configure two end user dashboards (out-of-the-box configurations) that provide a snapshot and list view of applications and application status.
  - Build custom rules to surface indicator flags on the application that match the criteria (up to 25

criteria in total). The rules will be triggered on the data that is already ingested by D365 as part of the original data upload.

- Provide Systems Integration Testing (SIT) and User Acceptance Testing (UAT) support for a one-week period (combined).
- Provide hypercare support post MVP rollout for a 2-week period.
- Develop a potential application operations support approach, model, and plan for Power Platform.

A high-level timeline is provided in Figure 2 below.

*Figure 2 High Level Timeline*

The following activities are Out of Scope for the Power Platform MVP and not included in the tasks to be completed by the Contractor.

- Development of a mobile application and/or modifying legacy applications.
- Power BI reporting for which estimates can be provided for a subsequent release, if requested.
- Integration with GCMS.
- Data cleansing and historical data migration.
- Performance, penetration and load testing. Any mitigation on performance issues is not included and it is assumed that the native performance of the CRM application is sufficient.
- Integration with any third-party authentication provider for user authentication/authorization.
- Change management activities including the development of communication strategies and plans for the application launch.
- Security testing and/or certification of the Technical Authority's application.
- Warranty and ongoing support beyond the Hypercare period.
- Functional workshops for process re-engineering.
- Modifications/extensions beyond the out-of-the-box language pack capability. French Language translations for all custom entities and attributes of the application including portals, screens, forms and training materials which will be provided by the Technical Authority.
- Pre assessment notes (Module 2 of Chinook) are not included as part of this MVP build and these enhancements/extensions may be included in subsequent releases.

## **DELIVERABLES**

For the Power Platform MVP for IRCC's Chinook replacement, the Contractor will provide the following six deliverables:

- **High-level implementation plan** for the MVP build. The implementation plan will be modified based on the



outcomes of the 'Plan and Design 2' phase of the project. The implementation plan is a high-level roadmap of the potential future releases and is a 2-3 slide deck.

- **High-Level product and integration requirements backlog** – This backlog will cover the user stories that will be delivered in sprints. The user stories will be refined and updated in the 'Plan and Design 1' phase and then prioritized in 'Plan and Design 2', with clear acceptance criteria included with each user story, to confirm the application build scope.
- **One-time data migration** for master data. Cleansed master data provided by the Technical Authority in a pre-defined format will be uploaded in D365.
- **Data upload component** – Six csv-based Enterprise Data Warehouse (EDW) extracts (provided by the Technical Authority on a shared location accessible by the cloud service) will be ingested into D365.
- **High-level solution architecture document** of the build covering Technical Authority specific configurations and customizations.
- **Potential approach, model and plan for application operations support for Power Platform**

**Deliverable Inspection and Acceptance:** The Project Lead, on behalf of the Technical Authority, will inspect and accept the deliverables within 3 business days of submission from the Contractor. The Deliverable will be deemed accepted after two (2) weeks from the date all Deliverables were submitted to the Technical Authority.

| Roles and Responsibilities                              | Contractor | Technical Authority |
|---|------------|---------------------|
| Development, Test and Production Environment Setup      | I          | R, A                |
| Project Management                                      | R, A       | R                   |
| Functional Design                                       | R, A       | C                   |
| Technical Design  | R, A       | C                   |
| Solution development                                    | R, A       | I                   |
| Unit Testing and Bug Fix                                | R, A       | I                   |
| Integration Testing Preparation, Execution              | C          | R, A                |
| Integration Testing Bug Fix                             | R, A       | C                   |
| UAT Preparation and Execution                           | I          | R, A                |
| UAT Bug fix   | R, A       | C                   |
| Deployment of Chinook in QA and Production Environments | C          | R, A                |
| Training (POC, Train the Trainer)                       | I          | R, A                |
| Bilingual Translations                                  | C          | R, A                |

R: Responsible – Responsible for the performance of the work  
 A: Accountable – Ultimately responsible for activity; includes Yes/No authority  
 C: Consulted – Provides guidance and support  
 I: Informed – Must be informed of actions, progress and decisions.

|                              |  |                                  |
|------------------------------|--|----------------------------------|
| <b>2. PERIOD OF SERVICES</b> | <b>FROM (DATE):</b> December 23, 2020  | <b>TO (DATE):</b> March 31, 2021 |
| <b>3. Work Location:</b>     | N/A – All work to be conducted remotely.   |                                  |
| <b>4. Invoice sent to:</b>   | IRCC.DSBFINANCEADMIN-DGSNFINANCEADMIN.IRCC@cic.gc.ca<br>[send copy of invoice to: carole.holden@tpsgc-pwgsc.gc.ca] |                                  |

s.19(1)

s.20(1)(b)

|  |  |
|--|--|
| <b>5. Travel Requirements:</b>   | N/A – All work to be conducted remotely. |
| <b>6. Language Requirements:</b>   | English.                                 |
| <b>7. Other Conditions / Constraints:</b>                                    | N/A.                                     |
| <b>8. Level of Security Clearance Required for the Contractor Personnel:</b> | Reliability Status.                      |

## 9. Contractor's Response:

### 9.1 Milestone Payment Schedule

| Payment Milestone  | Week   | Firm Price Amount (Taxes Extra) |
|--|--|---------------------------------|
| 1. Completion Plan and Design                                | Week 2 of Power Platform MVP                         |                                 |
| 2. Completion Demo/POC                                       | Week 6 of Power Platform MVP                         |                                 |
| 3. Completion of MVP Roll-Out                                | Week 12 of Power Platform MVP                        |                                 |
| 4. Transformation Office Capability Model and Delivery Scope | Week 4 of Transformation Office Design and Operation |                                 |
| 5. Transformation Office Evolution Stages                    | Week 8 of Transformation Office Design and Operation |                                 |
| 6. Transformation Office Ongoing Operations Month 1          | End of January 2021                                  |                                 |
| 7. Transformation Office Ongoing Operations Month 2          | End of February 2021                                 |                                 |
| 8. Transformation Office Operations Month 3                  | End of March 2021                                    |                                 |

### 9.2 Total Cost

#### Cost Breakdown:

| Category                                      | Name of Proposed Resource | PWGSC Security File Number | Firm Per Diem Rate | Estimated # of Days | Total Cost |
|---|---------------------------|----------------------------|--------------------|---------------------|------------|
| A.1 Application/ Software Architect – Level 3 |                           |                            |                    |                     |            |
| I.11 Technology Architect – Level 2           |                           |                            |                    |                     |            |
| A.11 Tester – Level 1                         |                           |                            |                    |                     |            |
| A.6 Programmer/ Software Developer – Level 1  |                           |                            |                    |                     |            |
| A.6 Programmer/ Software Developer – Level 2  |                           |                            |                    |                     |            |
| P.8 Project Leader – Level 3                  |                           |                            |                    |                     |            |
| B.3 Business Consultant – Level 2             |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 2             |                           |                            |                    |                     |            |
| P.1 Change Management Consultant - Level 1    |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 1             |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 3                  |                           |                            |                    |                     |            |
| P.5 Project Executive - Level 3               |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 2                  |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 2                  |                           |                            |                    |                     |            |

## s.20(1)(b)

|  |     |  |
|--|-----|--|
| B.3 Business Consultant - Level 2          |     |  |
| B.3 Business Consultant - Level 1          |     |  |
| B.3 Business Consultant - Level 1          | TBC | TBC  |
| Amendment #001                             |     |  |
| P.1 Change Management Consultant - Level 1 |     |  |
| P.8 Project Leader - Level 3               |     |  |
| P.5 Project Executive - Level 3            |     |  |
| P.8 Project Leader - Level 2               |     |  |
| P.8 Project Leader - Level 2               |     |  |
| B.3 Business Consultant - Level 2          |     |  |
| B.3 Business Consultant - Level 1          |     |  |
| B.3 Business Consultant - Level 1          | TBC | TBC  |
| Amendment #002                             |     |  |
| P.1 Change Management Consultant - Level 1 |     |  |
| P.8 Project Leader - Level 3               |     |  |
| P.5 Project Executive - Level 3            |     |  |
| P.8 Project Leader - Level 2               |     |  |
| P.8 Project Leader - Level 2               |     |  |
| B.3 Business Consultant - Level 2          |     |  |
| B.3 Business Consultant - Level 1          |     |  |
| B.3 Business Consultant - Level 1          | TBC | TBC  |
|  |     | Sub-Total of TA (Taxes Extra) (A): \$1,387,025.00            |
|  |     | Applicable Taxes (B): \$207,706.99                           |
|  |     | Total Cost of TA (Taxes Included) (C= A + B): \$1,594,731.99 |

## 9.3 Key Contract Assumptions and Dependencies:

**Assumptions**

- The Applicable Basis of Payment is a Firm TA Price for the tasks and deliverables identified in Section 1
- The Applicable Method of Payment is milestone payments for the milestones outlined in Section 9.1
- The Technical Authority will be responsible for the development of interfaces from and to existing IRCC systems.
- Contractor personnel will not have access to the IRCC production environment and production data, including but not limited to Personal Identifiable Information (PII) data. Any communication with Contractor will require the Technical Authority to ensure that no production or PII data is present.
- The Technical Authority will be responsible for deploying the Chinook application into the production environment and subsequently will be responsible for the operations, support, and maintenance.
- Contractor personnel will not be part of the production operations and maintenance support for the production environment.
- The project will be executed remotely with all working sessions, meetings, and workshops to be conducted virtually. Further details are provided in Appendix 1 ("**Remote Work Protocols**").
- The Technical Authority will be responsible for the training and change management that is required as part of new and changed business processes.
- The Technical Authority will be responsible for all infrastructure and environments and the associated costs, including the Microsoft Azure environments.
- The Technical Authority will be responsible for timely participation of IRCC technology and business

stakeholders in planned working sessions, workshops, interviews, meetings, and demos throughout the project.

- The Technical Authority will be responsible for IRCC technology and business executive stakeholder availability for timely decision-making throughout the project.
- The Contractor and/or IRCC may propose a change to the scope, terms or conditions of this Task Authorization and such change shall only be effective when it is set forth in a writing executed by authorized representatives of all Parties ("**TA Amendment**"). Once approved, such a change will be deemed to supplement or modify, as applicable, the terms and conditions of this TA to which it pertains.

The following additional scope specific assumptions and dependencies are included for the Transformation Office Design and Operation are provided below:

- Appropriate IRCC business stakeholders are available for day-to-day collaboration throughout the design and operation of the Transformation Office, including subject matter experts for the projects branch and IT operations.
- Access to material from previous and current Transformation Office materials developed to date as an input to be reviewed and refined as part of the Transformation Office organizational design, delivery scope definition, and identification of interactions.

The following additional scope specific assumptions and dependencies are included for the Power Platform MVP as provided below:

- The native mechanism for user authentication will be leveraged that uses Azure Active Directory as identity provider.
- EDW is the primary source of data for Chinook and is extracted from GCMS. EDW extracts (csv) will be manually moved by IRCC teams to file share on cloud. This file share is accessible by Cloud service (Power Automate, D365 online).
- An integrated SIT environment will be provisioned by the IRCC's infrastructure team to conduct the test run.
- Native encryption technology provided by Dynamics 365 will be leveraged to encrypt data at rest and during transit between user devices and data centers.
- Out-of-the-box audit will be enabled to track changes made by users on the application data.
- The Dynamics 365 unified interface (versus mobile applications) will be used by all users of the Power Platform MVP.
- Language translations will be provided by the Technical Authority before start of Sprint 3, if required
- The offline capability offered out-of-the-box by the platform is sufficient to meet the requirements of low bandwidth areas.
- The Technical Authority will work together with Contractor to create and provision the pre-production environment according to the agreed upon release plan and timelines. The Technical Authority will provide full access to the DEV environment, suitable access to the TEST environment to enable Contractor resources to perform testing, troubleshooting and deployments.
- The Technical Authority is responsible for deployments to non-development environments and will make available deployment resources with adequate skills and availability that can successfully follow deployment instructions and ensure releases are deployed within the timeframes required. The Contractor's team can assist Technical Authority in building the deployment processes.
- The Technical Authority will procure licenses for the 3rd party applications, including licensing to enable the deployment of each 3rd party application in each CRM environment (DEV, TEST, etc.).
- The Technical Authority will be responsible for troubleshooting any firewalls, infrastructure / network security; and related IT hurdles that may arise.
- The Technical Authority will provide production quality test data for the user stories in the upcoming sprint. Test data will be provided in a format specified by the Contractor. Test data will be obfuscated by the client.
- The Technical Authority will provide production quality test data prior to the test phase. Test data will be provided in a format specified by the Contractor.

- The Contractor will provide one developer for two weeks past the MVP release to handle incidents and bugs (i.e. tier 3 support) for the application.

#### **Dependencies:**

- Security certification of the Power Platform and the on-premise to online data gateway setup (associated with Protected B guidelines, gateway hardening and connectivity through SIGNET) to be completed by Microsoft, IRCC's security team and IRCC's technology operations team prior to the pilot rollout.
- Connectivity with the Power Platform for overseas offices who use a GAC system via Signet to be provisioned by Microsoft, IRCC's Security team and IRCC's technology operations team in order to allow the application to be accessed in overseas offices prior to the pilot rollout.
- The key roles of Project Manager, Product Owner, Functional SME and Technical SME to be identified and assigned by the Technical Authority prior to the start of the project with sufficient capacity to support the Power Platform MVP project.
- All available, relevant documentation, including high-level business process diagrams, and user story backlog to be provided by the Technical Authority prior to the start of the project.
- Environment provisioning to be completed prior to the start of the project by IRCC's infrastructure, security, and technology operations teams.
- Environment access and domain credentials for the Contractor team members to be provided by IRCC's infrastructure, security, and technology operations teams within two days of project start-up including access to following applications:
  - Backlog management tool for the project (Azure DevOps Boards, Jira);
  - Development tools (Visual Studio, Code Repository);
  - D365 development instance;
  - Power automate environment with relevant access to create new flows;
  - Access to EDW Extracts on the shared folder (or the location from where it is to be consumed); and
  - Configuration/Master Data for upload.
- Production deployment and rollout to be led by the IRCC infrastructure and technology operations teams, with support and guidance from the Contractor on setting up the deployment processes. The Contractor SME will lead the discussions as required bridging the knowledge gap from Power Platform perspective.
- The IRCC technology operations team, IRCC Technical SME and IRCC Functional SME to store EDW extracts on file share that is accessible by the cloud service (6 csv files) in week 1 of the project. For purposes of the MVP, the csv extracts from EDW must be manually moved to a file share location that is accessible by the cloud service (Power Automate, D365).

### **Appendix 1 Remote Work Protocols**

This Appendix 1 sets out the remote work protocols to be followed by the Parties. In response to employee health and safety concerns related to the COVID-19 outbreak, the Parties have agreed that the Contractor will implement a remote work solution in which, effective July 2020, contractor personnel performing services under this Task Authorization will work remotely using the Contractor provided laptops.

The Parties acknowledge that implementation of a remote work model will necessarily impact the services, and agree that:

- Contractor personnel covered by the remote work solution will be advised of the Remote Work Protocols;
- Contractor will provide training to any Contractor personnel working remotely that covers the Remote Work Protocols;

Contractor will be responsible for security incidents arising from the implementation of the agreed remote work solution to the extent caused by Contractor failure to comply with the Remote Work Protocols. For purposes of the agreed

remote work solution, Contractor will not be responsible for complying with any security requirements that differ or conflict with the Remote Work Protocols.

#### **Workstations:**

- Accenture will implement controls for all workstations/laptops on Accenture provided devices that are used in connection with service delivery/receipt incorporating the following: Encrypted hard drive;
- Software agent that manages overall compliance of workstation and reports a minimum on a monthly basis to a central server;
- Patching process to ensure workstations are current on all required patches;
- Ability to prevent non-approved software from being installed (e.g., peer-to-peer software);
- Antivirus with a minimum weekly scan;
- Firewalls installed;
- Data Loss Prevention tool; and
- Web filtering.

#### **Access Control:**

The Parties will comply with the following controls for their respective infrastructure:

- Enable two-factor authentication for their respective VPNs;
- IRCC will promptly provide authentication credentials for Accenture personnel, including any additional requirements to support IRCC's two-factor authentication;
- Promptly deactivate authentication credentials where such credentials have not been used for a period of time (such period of non-use not to exceed six months);
- Deactivate authentication credentials upon notification that access is no longer needed (e.g., employee termination, project reassignment, etc.) within two business days; and
- Manage the access controls using the least privilege access protocols where applicable.

#### **Connectivity:**

- Where Accenture personnel connect to Accenture networks and infrastructure, Accenture is responsible for applying Accenture standard technical and organizational security controls to such Accenture-provided workstation/laptop and the Accenture environment.
- Where Accenture personnel are using Accenture provided laptops and accessing the IRCC network, environments and systems, IRCC is responsible for applying IRCC's standard technical and organizational security controls in respect of such network, environments and systems to the IRCC's network and environments.
- Accenture cannot confirm that the wireless network used by such Accenture personnel is protected with agreed upon security standards.

#### **IRCC Standards:**

To the extent reasonably possible, Contractor personnel working remotely will continue to abide by the applicable IRCC policies and standards in performing the Services. Such policies govern and control within the IRCC's systems and environments.

#### **10. Contractor's Signature**

Name, Title and Signature of Individual Authorized to Sign on Behalf of **Contractor**

**Pierre Dupont, Managing Director**

(type or print)

Signature \_\_\_\_\_

Date: January 20, 2021

| 11. Approval – Signing Authority  |   |
|---|---|
| Signatures (Client)   |   |
| Name, Title and Signature of <b>Technical Authority</b> to Sign on Behalf of CIC<br><br>(type or print)   | Digitally signed by<br>Signature: <u>Lachapelle, Jason</u><br>Date: <u>2021.01.19 17:34:00 -05'00'</u>                                |
| Name, Title and Signature of <b>CIC Procurement Representative</b> to Sign on Behalf of CIC<br><br>(type or print)  | Digitally signed by<br>Signature: <u>Hall, Stephanie</u><br>Date: <u>2021.01.20 11:03:12 -05'00'</u>                                  |
| Signatures (PWGSC)  |   |
| Name, Title and Signature of <b>Contracting Authority</b> to Sign on Behalf of Public Works and Government Services Canada<br><br>(type or print)   | Digitally signed by: Holden, Carole<br>Signature: <u>Carole Holden</u><br>Date: <u>2021.01.20 14:44:10 -05'00'</u><br><br>Date: _____ |
| You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out there of. |   |



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| <b>Issue Date:</b>   |                    | <b>Response required by:</b> |                                   |
| <b>1. STATEMENT OF WORK (BACKGROUND, TASKS, AND DELIVERABLES)</b>  |                    |                              |                                   |
| <p><b>Amendment #003 is raised to add an additional milestone for Transformation Office Operation, extend the TA end date to April 30, 2021, and increase the value of the TA by \$183,800.00 for services, plus \$27,524.05 for applicable taxes, for a total increase of \$211,324.05.</b></p> <p><b>Amendment #002 is raised to add additional milestones for Transformation Office Operation and increase the value of the TA by \$550,425.00 for services, plus \$82,426.14 for applicable taxes, for a total increase of \$632,851.14.</b></p> <p><b>Amendment #001 is raised to correct the basis of payment and reduce the total TA value by \$632,851.14 taxes included.</b></p> <p><b>This Task authorization addresses two areas of work:</b></p> <ol style="list-style-type: none"> <li>1. Transformation Office Design and Operation</li> <li>2. Power Platform MVP for Chinook</li> </ol> <p><b>Description of the Project / Work Required –Transformation Office Design and Operation</b></p> <p><b>BACKGROUND:</b></p> <p>IRCC has defined a bold transformation vision to become the world leader in migration. The pressures created by the COVID-19 pandemic have increased the urgency of accelerating key elements of this transformation. As IRCC mobilizes to undertake this ambitious enterprise wide digital transformation, a central body must be established to orchestrate the transformation.</p> <p>This central body – the transformation office – will be responsible for governing and ensuring the success of a multi-million-dollar transformation program that is critical to the revitalization efforts for IRCC. In addition, the global pandemic laid bare our limitations and has further reinforced the urgency of making our operations fundamentally digital so that our immigration system is more nimble and resilient. For the Transformation Office to be effective, it must be designed and operated with the appropriate organizational structure, capabilities, and roles required to enable success.</p> <p>IRCC has begun work to define the Transformation Office scope and mandate. The engagement to design the transformation office will build on the work completed to date and refining to accelerate the mobilization of the transformation office.</p> <p>Establishing an effective Transformation Office with the right capabilities must be staffed with employees with the right skillsets and practical experience to operate it effectively. Accenture can support by providing contracted resources with the right experience and skillsets to not only help operate the Transformation Office in the short term but also to help coach and upskill IRCC employees to support an evolution to a fully staffed Transformation Office with mature capabilities to manage the transformation efforts.</p> <p><b>TASKS</b></p> |                    |                              |                                   |

**s.20(1)(b)**

For the Transformation Office Design, the Contractor will:

- Review and refine existing inputs from IRCC Transformation Office design to analyze organizational structure options (e.g., centralized vs. decentralized) and recommend the selection of the appropriate model
- Review and refine key roles and skillsets required to support the Transformation Office
- Review and refine the core capabilities within the Transformation Office
- Leverage existing documentation to refine structures and processes underpinning the capabilities (e.g., delivery governance, benefits reporting)
- Review and refine the activities and flow of inputs and action between the Transformation Office and key partners within IRCC (e.g., strategic policy & planning, DPM, ePMO, Technology) and outside IRCC (e.g., SSC, CBSA, IRB)
- Define evolution stages to achieve the target state Transformation Office Build Program delivery roadmap
- Outline how the Transformation Office should evolve as the transformation progresses and matures
- Stand up key capabilities within the Transformation Office leveraging Accenture resources
- Develop the supporting templates and tools to enable activation of core capabilities
- Support definition and activation of Digital Journeys with industry and technology expertise

A high-level timeline of the design phase is provided in Figure 1 below.

*Figure 1 High Level Timeline*

## DELIVERABLES

For the design of the transformation office, the Contractor will provide the following deliverables:

- Organizational structure (including roles and skillsets)
- Capability model & scope of delivery
- Interaction model between transformation office & IRCC
- Transformation Office evolution stages
- Mobilize the Transformation Office
- Support the ongoing operation of the Transformation Office

**Deliverable Inspection and Acceptance:** The Project Lead, on behalf of the Technical Authority, will inspect and accept the deliverables within 3 business days of submission from the Contractor. The Deliverable will be deemed accepted after two (2) weeks from the date all Deliverables were submitted to the Technical Authority.

**Description of the Project / Work Required – Power Platform MVP for Chinook:**

**BACKGROUND:**

As the Government of Canada returns to business in a new COVID reality and the volume of Temporary Resident Visa applications increases, the IRCC needs to act quickly to automate a currently manual part of the process for Temporary Resident Visas by developing and implementing a replacement solution for the current Chinook Application.

Global Case Management System (GCMS) is the core application at IRCC to process applications. Due to limitations of GCMS around performance and user interface, overseas processing centers started building local applications to manage workload. Chinook was launched to replace these local applications and consolidate them into single solution. Chinook is an Excel based application that consists of 6 modules namely 1) File Management, 2) Pre-Assessment, 3) Decision Maker, 4) Post-Decision, 5) Indicator Management and 6) Quality Assurance. The existing Chinook solution has issues around stability and scaling additional features. With the return to business in the current COVID reality and associated increases in volume, these issues have become more exasperated so that the IRCC now is looking for a replacement that can be rolled out in a rapid timeframe.

Module 3, which is the 'Decision Maker Module' is in scope for the Power Platform MVP along with capabilities within Modules 4 and 5 that are incorporated in Module 3. The majority of visa processing offices in Canada and overseas use Chinook, and it is estimated that approximately 1,000 users (500 overseas and 500 in Canada) will use the replacement solution as part of this MVP. Power Platform was evaluated and is being considered as a replacement to Chinook. One of the key objectives of this MVP is to validate Power Platform as a solution, that can meet the IRCC's requirements which are currently served by Chinook.

## TASKS

For the Power Platform MVP for IRCC's Chinook replacement, the Contractor will:

- Provide support to the Technical Authority's infrastructure team to setup the Development and Production instances of Dynamics 365 CE (D365). These instances will be provisioned on the Technical Authority's Azure tenant and will be federated with the tenant's Azure Active Directory (AAD) to enable the user authentication.
- Following agile approaches to development, the contractor will build MVP core functionality as defined in Sprint Planning sessions and based on prioritizations of user stories by the IRCC Journey Owner. The initial vision for the MVP roadmap is outlined below. The requirements outlined are provided as a high-level roadmap of the user stories and do not constitute a statement of full specifications to be developed in this release. It is expected and anticipated that user stories will be added or removed throughout the agile process. Services will be performed subject to available capacity as indicated in the staffing below
  - Undertake core platform configurations pertaining to workflow, business unit hierarchy, teams, user setup, and setup of the D365 role security model which provide the basis for further development.
  - Enable the D365 language pack to support the English and French interface on the platform. French translations of custom components (entities, fields, labels, headers) will be provided by Technical Authority which will be imported into the platform by the Contractor.
  - Build integration components to consume the GCMS extract (fixed format csv extracts). These extracts will be generated at a predefined location by the Technical Authority that is accessible by the cloud service. No integration will be built to push the decision data back into GCMS and the decisions will be manually copied into GCMS by the application user.
  - Undertake upload of existing master tables and configuration tables in D365 using the cleansed data provided by Technical Authority in a predefined format (Excel or in a staging data). These tables will be used at various places in the application form as masters.
  - Configure out-of-the-box search capability of D365 for users to be able to search for specific application forms filtering on predefined search attribute (application id).
  - Build the user interface (UI) using D365 forms for viewing the application and associated data. This will be the primary UI for users to view the application data. Besides the individual UI forms, D365 views will be configured to view the application data in bulk.
  - Build the mechanism to capture decisions and action notes on Temporary Resident applications.

- Four templates will be configured to capture the application decisions in a structured manner.
  - Configure two end user dashboards (out-of-the-box configurations) that provide a snapshot and list view of applications and application status.
  - Build custom rules to surface indicator flags on the application that match the criteria (up to 25 criteria in total). The rules will be triggered on the data that is already ingested by D365 as part of the original data upload.
- Provide Systems Integration Testing (SIT) and User Acceptance Testing (UAT) support for a one-week period (combined).
- Provide hypercare support post MVP rollout for a 2-week period.
- Develop a potential application operations support approach, model, and plan for Power Platform.

A high-level timeline is provided in Figure 2 below.

*Figure 2 High Level Timeline*

The following activities are Out of Scope for the Power Platform MVP and not included in the tasks to be completed by the Contractor.

- Development of a mobile application and/or modifying legacy applications.
- Power BI reporting for which estimates can be provided for a subsequent release, if requested.
- Integration with GCMS.
- Data cleansing and historical data migration.
- Performance, penetration and load testing. Any mitigation on performance issues is not included and it is assumed that the native performance of the CRM application is sufficient.
- Integration with any third-party authentication provider for user authentication/authorization.
- Change management activities including the development of communication strategies and plans for the application launch.
- Security testing and/or certification of the Technical Authority's application.
- Warranty and ongoing support beyond the Hypercare period.
- Functional workshops for process re-engineering.
- Modifications/extensions beyond the out-of-the-box language pack capability. French Language translations for all custom entities and attributes of the application including portals, screens, forms and training materials which will be provided by the Technical Authority.
- Pre assessment notes (Module 2 of Chinook) are not included as part of this MVP build and these enhancements/extensions may be included in subsequent releases.

## **DELIVERABLES**

For the Power Platform MVP for IRCC's Chinook replacement, the Contractor will provide the following six deliverables:

- **High-level implementation plan** for the MVP build. The implementation plan will be modified based on the outcomes of the 'Plan and Design 2' phase of the project. The implementation plan is a high-level roadmap of the potential future releases and is a 2-3 slide deck.
- **High-Level product and integration requirements backlog** – This backlog will cover the user stories that will be delivered in sprints. The user stories will be refined and updated in the 'Plan and Design 1' phase and then prioritized in 'Plan and Design 2', with clear acceptance criteria included with each user story, to confirm the application build scope.
- **One-time data migration** for master data. Cleansed master data provided by the Technical Authority in a pre-defined format will be uploaded in D365.
- **Data upload component** – Six csv-based Enterprise Data Warehouse (EDW) extracts (provided by the Technical Authority on a shared location accessible by the cloud service) will be ingested into D365.
- **High-level solution architecture document** of the build covering Technical Authority specific configurations and customizations.
- **Potential approach, model and plan for application operations support for Power Platform**

**Deliverable Inspection and Acceptance:** The Project Lead, on behalf of the Technical Authority, will inspect and accept the deliverables within 3 business days of submission from the Contractor. The Deliverable will be deemed accepted after two (2) weeks from the date all Deliverables were submitted to the Technical Authority.

| Roles and Responsibilities                              | Contractor | Technical Authority |
|---|------------|---------------------|
| Development, Test and Production Environment Setup      | I          | R, A                |
| Project Management                                      | R, A       | R                   |
| Functional Design                                       | R, A       | C                   |
| Technical Design  | R, A       | C                   |
| Solution development                                    | R, A       | I                   |
| Unit Testing and Bug Fix                                | R, A       | I                   |
| Integration Testing Preparation, Execution              | C          | R, A                |
| Integration Testing Bug Fix                             | R, A       | C                   |
| UAT Preparation and Execution                           | I          | R, A                |
| UAT Bug fix   | R, A       | C                   |
| Deployment of Chinook in QA and Production Environments | C          | R, A                |
| Training (POC, Train the Trainer)                       | I          | R, A                |
| Bilingual Translations                                  | C          | R, A                |

R: Responsible – Responsible for the performance of the work  
 A: Accountable – Ultimately responsible for activity; includes Yes/No authority  
 C: Consulted – Provides guidance and support  
 I: Informed – Must be informed of actions, progress and decisions.

|                              |                                       |                                  |
|------------------------------|---------------------------------------|----------------------------------|
| <b>2. PERIOD OF SERVICES</b> | <b>FROM (DATE):</b> December 23, 2020 | <b>TO (DATE):</b> April 30, 2021 |
|------------------------------|---------------------------------------|----------------------------------|

|  |  |
|--|--|
| <b>3. Work Location:</b>   | N/A – All work to be conducted remotely.   |
| <b>4. Invoice sent to:</b>   | IRCC.DSBFINANCEADMIN-DGSNFINANCEADMIN.IRCC@cic.gc.ca<br>[send copy of invoice to: carole.holden@tpsgc-pwgsc.gc.ca] |
| <b>5. Travel Requirements:</b>   | N/A – All work to be conducted remotely.   |
| <b>6. Language Requirements:</b>   | English.   |
| <b>7. Other Conditions / Constraints:</b>                                    | N/A.   |
| <b>8. Level of Security Clearance Required for the Contractor Personnel:</b> | Reliability Status.  |

**9. Contractor's Response:****9.1 Milestone Payment Schedule**

| Payment Milestone  | Week   | Firm Price Amount (Taxes Extra) |
|--|--|---------------------------------|
| 1. Completion Plan and Design                                | Week 2 of Power Platform MVP                         |                                 |
| 2. Completion Demo/POC                                       | Week 6 of Power Platform MVP                         |                                 |
| 3. Completion of MVP Roll-Out                                | Week 12 of Power Platform MVP                        |                                 |
| 4. Transformation Office Capability Model and Delivery Scope | Week 4 of Transformation Office Design and Operation |                                 |
| 5. Transformation Office Evolution Stages                    | Week 8 of Transformation Office Design and Operation |                                 |
| 6. Transformation Office Ongoing Operations Month 1          | End of January 2021                                  |                                 |
| 7. Transformation Office Ongoing Operations Month 2          | End of February 2021                                 |                                 |
| 8. Transformation Office Operations Month 3                  | End of March 2021                                    |                                 |
| 9. Transformation Office Operations Month 4                  | End of April 2021                                    |                                 |

**9.2 Total Cost****Cost Breakdown:**

| Category                                      | Name of Proposed Resource | PWGSC Security File Number | Firm Per Diem Rate | Estimated # of Days | Total Cost |
|---|---------------------------|----------------------------|--------------------|---------------------|------------|
| A.1 Application/ Software Architect – Level 3 |                           |                            |                    |                     |            |
| I.11 Technology Architect – Level 2           |                           |                            |                    |                     |            |
| A.11 Tester – Level 1                         |                           |                            |                    |                     |            |
| A.6 Programmer/ Software Developer – Level 1  |                           |                            |                    |                     |            |
| A.6 Programmer/ Software Developer – Level 2  |                           |                            |                    |                     |            |
| P.8 Project Leader – Level 3                  |                           |                            |                    |                     |            |
| B.3 Business Consultant – Level 2             |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 2             |                           |                            |                    |                     |            |
| P.1 Change Management Consultant - Level 1    |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 1             |                           |                            |                    |                     |            |

|  |     |  |
|--|-----|--|
| P.8 Project Leader - Level 3               |     |  |
| P.5 Project Executive - Level 3            |     |  |
| P.8 Project Leader - Level 2               |     |  |
| P.8 Project Leader - Level 2               |     |  |
| B.3 Business Consultant - Level 2          |     |  |
| B.3 Business Consultant - Level 1          |     |  |
| B.3 Business Consultant - Level 1          |     |  |
| <b>Amendment #001</b>                      |     |  |
| P.1 Change Management Consultant - Level 1 |     |  |
| P.8 Project Leader - Level 3               |     |  |
| P.5 Project Executive - Level 3            |     |  |
| P.8 Project Leader - Level 2               |     |  |
| P.8 Project Leader - Level 2               |     |  |
| B.3 Business Consultant - Level 2          |     |  |
| B.3 Business Consultant - Level 1          |     |  |
| B.3 Business Consultant - Level 1          | IBC | IBC  |
| <b>Amendment #002</b>                      |     |  |
| P.1 Change Management Consultant - Level 1 |     |  |
| P.8 Project Leader - Level 3               |     |  |
| P.5 Project Executive - Level 3            |     |  |
| P.8 Project Leader - Level 2               |     |  |
| P.8 Project Leader - Level 2               |     |  |
| B.3 Business Consultant - Level 2          |     |  |
| B.3 Business Consultant - Level 1          |     |  |
| B.3 Business Consultant - Level 1          |     |  |
| <b>Amendment #003</b>                      |     |  |
| P.1 Change Management Consultant - Level 1 |     |  |
| P.8 Project Leader - Level 3               |     |  |
| B.3 Business Consultant - Level 1          |     |  |
| B.3 Business Consultant - Level 1          |     |  |
| B.3 Business Consultant - Level 2          |     |  |
| B.3 Business Consultant - Level 1          |     |  |
|  |     | <b>Sub-Total of TA (Taxes Extra) (A):</b>            |
|  |     | <b>\$1,570,825.00</b>                                |
|  |     | <b>Applicable Taxes (B):</b>                         |
|  |     | <b>\$235,231.04</b>                                  |
|  |     | <b>Total Cost of TA (Taxes Included) (C= A + B):</b> |
|  |     | <b>\$1,806,056.04</b>                                |

### 9.3 Key Contract Assumptions and Dependencies:

#### Assumptions

- The Applicable Basis of Payment is a Firm TA Price for the tasks and deliverables identified in Section 1
- The Applicable Method of Payment is milestone payments for the milestones outlined in Section 9.1
- The Technical Authority will be responsible for the development of interfaces from and to existing IRCC systems.



- Contractor personnel will not have access to the IRCC production environment and production data, including but not limited to Personal Identifiable Information (PII) data. Any communication with Contractor will require the Technical Authority to ensure that no production or PII data is present.
- The Technical Authority will be responsible for deploying the Chinook application into the production environment and subsequently will be responsible for the operations, support, and maintenance.
- Contractor personnel will not be part of the production operations and maintenance support for the production environment.
- The project will be executed remotely with all working sessions, meetings, and workshops to be conducted virtually. Further details are provided in Appendix 1 (“**Remote Work Protocols**”).
- The Technical Authority will be responsible for the training and change management that is required as part of new and changed business processes.
- The Technical Authority will be responsible for all infrastructure and environments and the associated costs, including the Microsoft Azure environments.
- The Technical Authority will be responsible for timely participation of IRCC technology and business stakeholders in planned working sessions, workshops, interviews, meetings, and demos throughout the project.
- The Technical Authority will be responsible for IRCC technology and business executive stakeholder availability for timely decision-making throughout the project.
- The Contractor and/or IRCC may propose a change to the scope, terms or conditions of this Task Authorization and such change shall only be effective when it is set forth in a writing executed by authorized representatives of all Parties (“**TA Amendment**”). Once approved, such a change will be deemed to supplement or modify, as applicable, the terms and conditions of this TA to which it pertains.

The following additional scope specific assumptions and dependencies are included for the Transformation Office Design and Operation are provided below:

- Appropriate IRCC business stakeholders are available for day-to-day collaboration throughout the design and operation of the Transformation Office, including subject matter experts for the projects branch and IT operations.
- Access to material from previous and current Transformation Office materials developed to date as an input to be reviewed and refined as part of the Transformation Office organizational design, delivery scope definition, and identification of interactions.

The following additional scope specific assumptions and dependencies are included for the Power Platform MVP as provided below:

- The native mechanism for user authentication will be leveraged that uses Azure Active Directory as identity provider.
- EDW is the primary source of data for Chinook and is extracted from GCMS. EDW extracts (csv) will be manually moved by IRCC teams to file share on cloud. This file share is accessible by Cloud service (Power Automate, D365 online).
- An integrated SIT environment will be provisioned by the IRCC’s infrastructure team to conduct the test run.
- Native encryption technology provided by Dynamics 365 will be leveraged to encrypt data at rest and during transit between user devices and data centers.
- Out-of-the-box audit will be enabled to track changes made by users on the application data.
- The Dynamics 365 unified interface (versus mobile applications) will be used by all users of the Power Platform MVP.
- Language translations will be provided by the Technical Authority before start of Sprint 3, if required
- The offline capability offered out-of-the-box by the platform is sufficient to meet the requirements of low bandwidth areas.
- The Technical Authority will work together with Contractor to create and provision the pre-production environment according to the agreed upon release plan and timelines. The Technical Authority will provide full

access to the DEV environment, suitable access to the TEST environment to enable Contractor resources to perform testing, troubleshooting and deployments.

- The Technical Authority is responsible for deployments to non-development environments and will make available deployment resources with adequate skills and availability that can successfully follow deployment instructions and ensure releases are deployed within the timeframes required. The Contractor's team can assist Technical Authority in building the deployment processes.
- The Technical Authority will procure licenses for the 3rd party applications, including licensing to enable the deployment of each 3rd party application in each CRM environment (DEV, TEST, etc.).
- The Technical Authority will be responsible for troubleshooting any firewalls, infrastructure / network security; and related IT hurdles that may arise.
- The Technical Authority will provide production quality test data for the user stories in the upcoming sprint. Test data will be provided in a format specified by the Contractor. Test data will be obfuscated by the client.
- The Technical Authority will provide production quality test data prior to the test phase. Test data will be provided in a format specified by the Contractor.
- The Contractor will provide one developer for two weeks past the MVP release to handle incidents and bugs (i.e. tier 3 support) for the application.

#### **Dependencies:**

- Security certification of the Power Platform and the on-premise to online data gateway setup (associated with Protected B guidelines, gateway hardening and connectivity through SIGNET) to be completed by Microsoft, IRCC's security team and IRCC's technology operations team prior to the pilot rollout.
- Connectivity with the Power Platform for overseas offices who use a GAC system via Signet to be provisioned by Microsoft, IRCC's Security team and IRCC's technology operations team in order to allow the application to be accessed in overseas offices prior to the pilot rollout.
- The key roles of Project Manager, Product Owner, Functional SME and Technical SME to be identified and assigned by the Technical Authority prior to the start of the project with sufficient capacity to support the Power Platform MVP project.
- All available, relevant documentation, including high-level business process diagrams, and user story backlog to be provided by the Technical Authority prior to the start of the project.
- Environment provisioning to be completed prior to the start of the project by IRCC's infrastructure, security, and technology operations teams.
- Environment access and domain credentials for the Contractor team members to be provided by IRCC's infrastructure, security, and technology operations teams within two days of project start-up including access to following applications:
  - Backlog management tool for the project (Azure DevOps Boards, Jira);
  - Development tools (Visual Studio, Code Repository);
  - D365 development instance;
  - Power automate environment with relevant access to create new flows;
  - Access to EDW Extracts on the shared folder (or the location from where it is to be consumed); and
  - Configuration/Master Data for upload.
- Production deployment and rollout to be led by the IRCC infrastructure and technology operations teams, with support and guidance from the Contractor on setting up the deployment processes. The Contractor SME will lead the discussions as required bridging the knowledge gap from Power Platform perspective.
- The IRCC technology operations team, IRCC Technical SME and IRCC Functional SME to store EDW extracts on file share that is accessible by the cloud service (6 csv files) in week 1 of the project. For purposes of the MVP, the csv extracts from EDW must be manually moved to a file share location that is accessible by the cloud service (Power Automate, D365).

### **Appendix 1 Remote Work Protocols**

This Appendix 1 sets out the remote work protocols to be followed by the Parties. In response to employee health and safety concerns related to the COVID-19 outbreak, the Parties have agreed that the Contractor will implement a remote work solution in which, effective July 2020, contractor personnel performing services under this Task Authorization will work remotely using the Contractor provided laptops.

The Parties acknowledge that implementation of a remote work model will necessarily impact the services, and agree that:

- Contractor personnel covered by the remote work solution will be advised of the Remote Work Protocols;
- Contractor will provide training to any Contractor personnel working remotely that covers the Remote Work Protocols;

Contractor will be responsible for security incidents arising from the implementation of the agreed remote work solution to the extent caused by Contractor failure to comply with the Remote Work Protocols. For purposes of the agreed remote work solution, Contractor will not be responsible for complying with any security requirements that differ or conflict with the Remote Work Protocols.

**Workstations:**

- Accenture will implement controls for all workstations/laptops on Accenture provided devices that are used in connection with service delivery/receipt incorporating the following: Encrypted hard drive;
- Software agent that manages overall compliance of workstation and reports a minimum on a monthly basis to a central server;
- Patching process to ensure workstations are current on all required patches;
- Ability to prevent non-approved software from being installed (e.g., peer-to-peer software);
- Antivirus with a minimum weekly scan;
- Firewalls installed;
- Data Loss Prevention tool; and
- Web filtering.

**Access Control:**

The Parties will comply with the following controls for their respective infrastructure:

- Enable two-factor authentication for their respective VPNs;
- IRCC will promptly provide authentication credentials for Accenture personnel, including any additional requirements to support IRCC's two-factor authentication;
- Promptly deactivate authentication credentials where such credentials have not been used for a period of time (such period of non-use not to exceed six months);
- Deactivate authentication credentials upon notification that access is no longer needed (e.g., employee termination, project reassignment, etc.) within two business days; and
- Manage the access controls using the least privilege access protocols where applicable.

**Connectivity:**

- Where Accenture personnel connect to Accenture networks and infrastructure, Accenture is responsible for applying Accenture standard technical and organizational security controls to such Accenture-provided workstation/laptop and the Accenture environment.
- Where Accenture personnel are using Accenture provided laptops and accessing the IRCC network, environments and systems, IRCC is responsible for applying IRCC's standard technical and organizational security controls in respect of such network, environments and systems to the IRCC's network and environments.
- Accenture cannot confirm that the wireless network used by such Accenture personnel is protected with agreed upon security standards.

s.19(1)

**IRCC Standards:**

To the extent reasonably possible, Contractor personnel working remotely will continue to abide by the applicable IRCC policies and standards in performing the Services. Such policies govern and control within the IRCC's systems and environments.

| 10. Contractor's Signature   |  |
|--|--|
| Name, Title and Signature of Individual Authorized to Sign on Behalf of <b>Contractor</b><br><br>Pierre Dupont, Managing Director<br><br>(type or print)   | Signature: _____<br><br>Date: <u>March 4, 2021</u>   |
| 11. Approval – Signing Authority   |  |
| Signatures (Client)  |  |
| Name, Title and Signature of <b>Technical Authority</b> to Sign on Behalf of CIC<br><br>(type or print)  | <div> <div>Signature: <u>Lachapelle, Jason</u></div> <div>Date: <u>2021.03.04 10:59:11 -05'00'</u></div> </div> <div> <div>Digitally signed by Lachapelle, Jason</div> <div>Date: 2021.03.04 10:59:11 -05'00'</div> </div> |
| Name, Title and Signature of <b>CIC Procurement Representative</b> to Sign on Behalf of CIC<br><br>(type or print)   | <div> <div>Signature: <u>Strangemore, Jessica</u></div> <div>Date: _____</div> </div> <div> <div>Digitally signed by Strangemore, Jessica</div> <div>Date: 2021.03.04 12:23:34 -05'00'</div> </div>                        |
| Signatures (PWGSC)   |  |
| Name, Title and Signature of <b>Contracting Authority</b> to Sign on Behalf of Public Works and Government Services Canada<br><br>(type or print)  | <div> <div>Signature: <u>Carole Holden</u></div> <div>Date: _____</div> </div> <div> <div>Digitally signed by: Holden, Carole</div> <div>Date: 2021.03.04 15:53:55 -05'00'</div> </div>                                    |
| <p>You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out there of.</p> |  |

## TASK AUTHORIZATION FORM

| TASK AUTHORIZATION (TA) FORM    |                    |                              |                                   |
|---------------------------------|--------------------|------------------------------|-----------------------------------|
| <b>Contractor:</b>              | ACCENTURE INC.     | <b>Contract Number:</b>      | B9220-210014/002/ZM               |
| <b>Commitment Number (PR#):</b> | 152548             | <b>Financial Coding:</b>     | 0500-0140-6762-54080-7380-1001080 |
| <b>Task Number:</b>             | 7113956<br>TA# 002 | <b>Amendment Number:</b>     | 004                               |
| <b>Issue Date:</b>              |                    | <b>Response required by:</b> |                                   |

### 1. STATEMENT OF WORK (BACKGROUND, TASKS, AND DELIVERABLES)

**Amendment #004 is raised to add an additional milestone for Power Platform MVP for Chinook reflecting an additional and increase the value of the TA by \$18,200.00 for services, plus \$2,725.45 for applicable taxes, for a total increase of \$20,925.45.**

**Amendment #003 is raised to add an additional milestone for Transformation Office Operation, extend the TA end date to April 30, 2021, and increase the value of the TA by \$183,800.00 for services, plus \$27,524.05 for applicable taxes, for a total increase of \$211,324.05.**

**Amendment #002 is raised to add additional milestones for Transformation Office Operation and increase the value of the TA by \$550,425.00 for services, plus \$82,426.14 for applicable taxes, for a total increase of \$632,851.14.**

**Amendment #001 is raised to correct the basis of payment and reduce the total TA value by \$632,851.14 taxes included.**

**This Task authorization addresses two areas of work:**

- 1. Transformation Office Design and Operation**
- 2. Power Platform MVP for Chinook**

#### **Description of the Project / Work Required –Transformation Office Design and Operation**

#### **BACKGROUND:**

IRCC has defined a bold transformation vision to become the world leader in migration. The pressures created by the COVID-19 pandemic have increased the urgency of accelerating key elements of this transformation. As IRCC mobilizes to undertake this ambitious enterprise wide digital transformation, a central body must be established to orchestrate the transformation.

This central body – the transformation office – will be responsible for governing and ensuring the success of a multi-million-dollar transformation program that is critical to the revitalization efforts for IRCC. In addition, the global pandemic laid bare our limitations and has further reinforced the urgency of making our operations fundamentally digital so that our immigration system is more nimble and resilient. For the Transformation Office to be effective, it must be designed and operated with the appropriate organizational structure, capabilities, and roles required to enable success.

IRCC has begun work to define the Transformation Office scope and mandate. The engagement to design the transformation office will build on the work completed to date and refining to accelerate the mobilization of the transformation office.

Establishing an effective Transformation Office with the right capabilities must be staffed with employees with the right skillsets and practical experience to operate it effectively. Accenture can support by providing contracted resources with the right experience and skillsets to not only help operate the Transformation Office in the short term but also to

help coach and upskill IRCC employees to support an evolution to a fully staffed Transformation Office with mature capabilities to manage the transformation efforts.

## TASKS

For the Transformation Office Design, the Contractor will:

- Review and refine existing inputs from IRCC Transformation Office design to analyze organizational structure options (e.g., centralized vs. decentralized) and recommend the selection of the appropriate model
- Review and refine key roles and skillsets required to support the Transformation Office
- Review and refine the core capabilities within the Transformation Office
- Leverage existing documentation to refine structures and processes underpinning the capabilities (e.g., delivery governance, benefits reporting)
- Review and refine the activities and flow of inputs and action between the Transformation Office and key partners within IRCC (e.g., strategic policy & planning, DPM, ePMO, Technology) and outside IRCC (e.g., SSC, CBSA, IRB)
- Define evolution stages to achieve the target state Transformation Office Build Program delivery roadmap
- Outline how the Transformation Office should evolve as the transformation progresses and matures
- Stand up key capabilities within the Transformation Office leveraging Accenture resources
- Develop the supporting templates and tools to enable activation of core capabilities
- Support definition and activation of Digital Journeys with industry and technology expertise

A high-level timeline of the design phase is provided in Figure 1 below.

*Figure 1 High Level Timeline*

## DELIVERABLES

For the design of the transformation office, the Contractor will provide the following deliverables:

- Organizational structure (including roles and skillsets)
- Capability model & scope of delivery
- Interaction model between transformation office & IRCC
- Transformation Office evolution stages
- Mobilize the Transformation Office
- Support the ongoing operation of the Transformation Office

**Deliverable Inspection and Acceptance:** The Project Lead, on behalf of the Technical Authority, will inspect and accept the deliverables within 3 business days of submission from the Contractor. The Deliverable will be deemed accepted after two (2) weeks from the date all Deliverables were submitted to the Technical Authority.

**Description of the Project / Work Required – Power Platform MVP for Chinook:**

## BACKGROUND:

As the Government of Canada returns to business in a new COVID reality and the volume of Temporary Resident Visa applications increases, the IRCC needs to act quickly to automate a currently manual part of the process for Temporary Resident Visas by developing and implementing a replacement solution for the current Chinook Application.

Global Case Management System (GCMS) is the core application at IRCC to process applications. Due to limitations of GCMS around performance and user interface, overseas processing centers started building local applications to manage workload. Chinook was launched to replace these local applications and consolidate them into single solution. Chinook is an Excel based application that consists of 6 modules namely 1) File Management, 2) Pre-Assessment, 3) Decision Maker, 4) Post-Decision, 5) Indicator Management and 6) Quality Assurance. The existing Chinook solution has issues around stability and scaling additional features. With the return to business in the current COVID reality and associated increases in volume, these issues have become more exasperated so that the IRCC now is looking for a replacement that can be rolled out in a rapid timeframe.

Module 3, which is the 'Decision Maker Module' is in scope for the Power Platform MVP along with capabilities within Modules 4 and 5 that are incorporated in Module 3. The majority of visa processing offices in Canada and overseas use Chinook, and it is estimated that approximately 1,000 users (500 overseas and 500 in Canada) will use the replacement solution as part of this MVP. Power Platform was evaluated and is being considered as a replacement to Chinook. One of the key objectives of this MVP is to validate Power Platform as a solution, that can meet the IRCC's requirements which are currently served by Chinook.

## TASKS

For the Power Platform MVP for IRCC's Chinook replacement, the Contractor will:

- Provide support to the Technical Authority's infrastructure team to setup the Development and Production instances of Dynamics 365 CE (D365). These instances will be provisioned on the Technical Authority's Azure tenant and will be federated with the tenant's Azure Active Directory (AAD) to enable the user authentication.
- Following agile approaches to development, the contractor will build MVP core functionality as defined in Sprint Planning sessions and based on prioritizations of user stories by the IRCC Journey Owner. The initial vision for the MVP roadmap is outlined below. The requirements outlined are provided as a high-level roadmap of the user stories and do not constitute a statement of full specifications to be developed in this release. It is expected and anticipated that user stories will be added or removed throughout the agile process. Services will be performed subject to available capacity as indicated in the staffing below
  - Undertake core platform configurations pertaining to workflow, business unit hierarchy, teams, user setup, and setup of the D365 role security model which provide the basis for further development.
  - Enable the D365 language pack to support the English and French interface on the platform. French translations of custom components (entities, fields, labels, headers) will be provided by Technical Authority which will be imported into the platform by the Contractor.
  - Build integration components to consume the GCMS extract (fixed format csv extracts). These extracts will be generated at a predefined location by the Technical Authority that is accessible by the cloud service. No integration will be built to push the decision data back into GCMS and the decisions will be manually copied into GCMS by the application user.
  - Undertake upload of existing master tables and configuration tables in D365 using the cleansed data provided by Technical Authority in a predefined format (Excel or in a staging data). These tables will be used at various places in the application form as masters.
  - Configure out-of-the-box search capability of D365 for users to be able to search for specific application forms filtering on predefined search attribute (application id).
  - Build the user interface (UI) using D365 forms for viewing the application and associated data. This will be the primary UI for users to view the application data. Besides the individual UI forms, D365



- views will be configured to view the application data in bulk.
- Build the mechanism to capture decisions and action notes on Temporary Resident applications. Four templates will be configured to capture the application decisions in a structured manner.
  - Configure two end user dashboards (out-of-the-box configurations) that provide a snapshot and list view of applications and application status.
  - Build custom rules to surface indicator flags on the application that match the criteria (up to 25 criteria in total). The rules will be triggered on the data that is already ingested by D365 as part of the original data upload.
  - Provide Systems Integration Testing (SIT) and User Acceptance Testing (UAT) support for a one-week period (combined).
  - Provide hypercare support post MVP rollout for a 2-week period.
  - Develop a potential application operations support approach, model, and plan for Power Platform.
  - Provide services to harden the solution for production readiness including implementing localization plug-in, providing additional knowledge transfer, providing best practices for test management
  - Provide hypercare support for a 3-week period from March 22<sup>nd</sup> to April 9<sup>th</sup>, 2021

A high-level timeline is provided in Figure 2 below.

*Figure 2 High Level Timeline*

The following activities are Out of Scope for the Power Platform MVP and not included in the tasks to be completed by the Contractor.

- Development of a mobile application and/or modifying legacy applications.
- Power BI reporting for which estimates can be provided for a subsequent release, if requested.
- Integration with GCMS.
- Data cleansing and historical data migration.
- Performance, penetration and load testing. Any mitigation on performance issues is not included and it is assumed that the native performance of the CRM application is sufficient.
- Integration with any third-party authentication provider for user authentication/authorization.
- Change management activities including the development of communication strategies and plans for the application launch.
- Security testing and/or certification of the Technical Authority's application.
- Warranty and ongoing support beyond the Hypercare period.
- Functional workshops for process re-engineering.
- Modifications/extensions beyond the out-of-the-box language pack capability. French Language translations for all custom entities and attributes of the application including portals, screens, forms and training materials

which will be provided by the Technical Authority.

- Pre assessment notes (Module 2 of Chinook) are not included as part of this MVP build and these enhancements/extensions may be included in subsequent releases.

## DELIVERABLES

For the Power Platform MVP for IRCC's Chinook replacement, the Contractor will provide the following six deliverables:

- **High-level implementation plan** for the MVP build. The implementation plan will be modified based on the outcomes of the 'Plan and Design 2' phase of the project. The implementation plan is a high-level roadmap of the potential future releases and is a 2-3 slide deck.
- **High-Level product and integration requirements backlog** – This backlog will cover the user stories that will be delivered in sprints. The user stories will be refined and updated in the 'Plan and Design 1' phase and then prioritized in 'Plan and Design 2', with clear acceptance criteria included with each user story, to confirm the application build scope.
- **One-time data migration** for master data. Cleansed master data provided by the Technical Authority in a pre-defined format will be uploaded in D365.
- **Data upload component** – Six csv-based Enterprise Data Warehouse (EDW) extracts (provided by the Technical Authority on a shared location accessible by the cloud service) will be ingested into D365.
- **High-level solution architecture document** of the build covering Technical Authority specific configurations and customizations.
- **Potential approach, model and plan for application operations support for Power Platform**

**Deliverable Inspection and Acceptance:** The Project Lead, on behalf of the Technical Authority, will inspect and accept the deliverables within 3 business days of submission from the Contractor. The Deliverable will be deemed accepted after two (2) weeks from the date all Deliverables were submitted to the Technical Authority.

| Roles and Responsibilities                              | Contractor | Technical Authority |
|---|------------|---------------------|
| Development, Test and Production Environment Setup      | I          | R, A                |
| Project Management                                      | R, A       | R                   |
| Functional Design                                       | R, A       | C                   |
| Technical Design  | R, A       | C                   |
| Solution development                                    | R, A       | I                   |
| Unit Testing and Bug Fix                                | R, A       | I                   |
| Integration Testing Preparation, Execution              | C          | R, A                |
| Integration Testing Bug Fix                             | R, A       | C                   |
| UAT Preparation and Execution                           | I          | R, A                |
| UAT Bug fix   | R, A       | C                   |
| Deployment of Chinook in QA and Production Environments | C          | R, A                |
| Training (POC, Train the Trainer)                       | I          | R, A                |
| Bilingual Translations                                  | C          | R, A                |

R: Responsible – Responsible for the performance of the work  
 A: Accountable – Ultimately responsible for activity; includes Yes/No authority  
 C: Consulted – Provides guidance and support  
 I: Informed – Must be informed of actions, progress and decisions.

|  |  |  |
|--|--|--|
| <b>2. PERIOD OF SERVICES</b>   | <b>FROM (DATE):</b> December 23, 2020  | <b>TO (DATE):</b> April 30, 2021       |
| <b>3. Work Location:</b>   | N/A – All work to be conducted remotely.   |  |
| <b>4. Invoice sent to:</b>   | IRCC.DSBFINANCEADMIN-DGSNFINANCEADMIN.IRCC@cic.gc.ca<br>[send copy of invoice to: carole.holden@tpsgc-pwgsc.gc.ca] |  |
| <b>5. Travel Requirements:</b>   | N/A – All work to be conducted remotely.   |  |
| <b>6. Language Requirements:</b>   | English.   |  |
| <b>7. Other Conditions / Constraints:</b>                                    | N/A.   |  |
| <b>8. Level of Security Clearance Required for the Contractor Personnel:</b> | Reliability Status.  |  |
| <b>9. Contractor's Response:</b>   |  |  |
| <b>9.1 Milestone Payment Schedule</b>  |  |  |
| <b>Payment Milestone</b>   | <b>Week</b>  | <b>Firm Price Amount (Taxes Extra)</b> |
| 1. Completion Plan and Design  | Week 2 of Power Platform MVP   |  |
| 2. Completion Demo/POC   | Week 6 of Power Platform MVP   |  |
| 3. Completion of MVP Roll-Out  | Week 12 of Power Platform MVP  |  |
| 4. Transformation Office Capability Model and Delivery Scope                 | Week 4 of Transformation Office Design and Operation   |  |
| 5. Transformation Office Evolution Stages                                    | Week 8 of Transformation Office Design and Operation   |  |
| 6. Transformation Office Ongoing Operations Month 1                          | End of January 2021  |  |
| 7. Transformation Office Ongoing Operations Month 2                          | End of February 2021   |  |
| 8. Transformation Office Operations Month 3                                  | End of March 2021  |  |
| 9. Transformation Office Operations Month 4                                  | End of April 2021  |  |
| 10. Chinook Hypercare Extension  | March 31, 2021   |  |
| <b>9.2 Total Cost Cost Breakdown:</b>  |  |  |

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s.20(1)(b)

| Category                                      | Name of Proposed Resource | PWGSC Security File Number | Firm Per Diem Rate | Estimated # of Days | Total Cost |
|---|---------------------------|----------------------------|--------------------|---------------------|------------|
| A.1 Application/ Software Architect – Level 3 |                           |                            |                    |                     |            |
| I.11 Technology Architect – Level 2           |                           |                            |                    |                     |            |
| A.11 Tester – Level 1                         |                           |                            |                    |                     |            |
| A.6 Programmer/ Software Developer – Level 1  |                           |                            |                    |                     |            |
| A.6 Programmer/ Software Developer – Level 2  |                           |                            |                    |                     |            |
| P.8 Project Leader – Level 3                  |                           |                            |                    |                     |            |
| B.3 Business Consultant – Level 2             |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 2             |                           |                            |                    |                     |            |
| P.1 Change Management Consultant - Level 1    |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 1             |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 3                  |                           |                            |                    |                     |            |
| P.5 Project Executive - Level 3               |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 2                  |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 2                  |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 2             |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 1             |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 1             | TBC                       |                            | TBC                |                     |            |
| <b>Amendment #001</b>                         |                           |                            |                    |                     |            |
| P.1 Change Management Consultant - Level 1    |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 3                  |                           |                            |                    |                     |            |
| P.5 Project Executive - Level 3               |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 2                  |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 2                  |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 2             |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 1             |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 1             | TBC                       |                            | TBC                |                     |            |
| <b>Amendment #002</b>                         |                           |                            |                    |                     |            |
| P.1 Change Management Consultant - Level 1    |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 3                  |                           |                            |                    |                     |            |
| P.5 Project Executive - Level 3               |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 2                  |                           |                            |                    |                     |            |
| P.8 Project Leader - Level 2                  |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 2             |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 1             |                           |                            |                    |                     |            |
| B.3 Business Consultant - Level 1             | TBC                       |                            | TBC                |                     |            |
| <b>Amendment #003</b>                         |                           |                            |                    |                     |            |
| P.1 Change Management Consultant - Level 1    |                           |                            |                    |                     |            |

s.19(1)

s.20(1)(b)

|  |  |  |                     |
|--|--|--|---------------------|
| P.8 Project Leader - Level 3                 |  |  |                     |
| B.3 Business Consultant - Level 1            |  |  |                     |
| B.3 Business Consultant - Level 1            |  |  |                     |
| B.3 Business Consultant - Level 2            |  |  |                     |
| B.3 Business Consultant - Level 1            |  |  |                     |
| <b>Amendment #004</b>                        |  |  |                     |
| A.6 Programmer/ Software Developer – Level 2 |  |  |                     |
|  |  | <b>Sub-Total of TA (Taxes Extra) (A):</b>            | <b>\$1,589,025</b>  |
|  |  | <b>Applicable Taxes (B):</b>                         | <b>\$237,956.49</b> |
|  |  | <b>Total Cost of TA (Taxes Included) (C= A + B):</b> | <b>1,826,981.49</b> |

### 9.3 Key Contract Assumptions and Dependencies:

#### Assumptions

- The Applicable Basis of Payment is a Firm TA Price for the tasks and deliverables identified in Section 1
- The Applicable Method of Payment is milestone payments for the milestones outlined in Section 9.1
- The Technical Authority will be responsible for the development of interfaces from and to existing IRCC systems.
- Contractor personnel will not have access to the IRCC production environment and production data, including but not limited to Personal Identifiable Information (PII) data. Any communication with Contractor will require the Technical Authority to ensure that no production or PII data is present.
- The Technical Authority will be responsible for deploying the Chinook application into the production environment and subsequently will be responsible for the operations, support, and maintenance.
- Contractor personnel will not be part of the production operations and maintenance support for the production environment.
- The project will be executed remotely with all working sessions, meetings, and workshops to be conducted virtually. Further details are provided in Appendix 1 ("**Remote Work Protocols**").
- The Technical Authority will be responsible for the training and change management that is required as part of new and changed business processes.
- The Technical Authority will be responsible for all infrastructure and environments and the associated costs, including the Microsoft Azure environments.
- The Technical Authority will be responsible for timely participation of IRCC technology and business stakeholders in planned working sessions, workshops, interviews, meetings, and demos throughout the project.
- The Technical Authority will be responsible for IRCC technology and business executive stakeholder availability for timely decision-making throughout the project.
- The Contractor and/or IRCC may propose a change to the scope, terms or conditions of this Task Authorization and such change shall only be effective when it is set forth in a writing executed by authorized representatives of all Parties ("**TA Amendment**"). Once approved, such a change will be deemed to supplement or modify, as applicable, the terms and conditions of this TA to which it pertains.

The following additional scope specific assumptions and dependencies are included for the Transformation Office Design and Operation are provided below:

- Appropriate IRCC business stakeholders are available for day-to-day collaboration throughout the design and operation of the Transformation Office, including subject matter experts for the projects branch and IT operations.
- Access to material from previous and current Transformation Office materials developed to date as an input to be reviewed and refined as part of the Transformation Office organizational design, delivery scope definition, and identification of interactions.

The following additional scope specific assumptions and dependencies are included for the Power Platform MVP as provided below:

- The native mechanism for user authentication will be leveraged that uses Azure Active Directory as identity provider.
- EDW is the primary source of data for Chinook and is extracted from GCMS. EDW extracts (csv) will be manually moved by IRCC teams to file share on cloud. This file share is accessible by Cloud service (Power Automate, D365 online).
- An integrated SIT environment will be provisioned by the IRCC's infrastructure team to conduct the test run.
- Native encryption technology provided by Dynamics 365 will be leveraged to encrypt data at rest and during transit between user devices and data centers.
- Out-of-the-box audit will be enabled to track changes made by users on the application data.
- The Dynamics 365 unified interface (versus mobile applications) will be used by all users of the Power Platform MVP.
- Language translations will be provided by the Technical Authority before start of Sprint 3, if required
- The offline capability offered out-of-the-box by the platform is sufficient to meet the requirements of low bandwidth areas.
- The Technical Authority will work together with Contractor to create and provision the pre-production environment according to the agreed upon release plan and timelines. The Technical Authority will provide full access to the DEV environment, suitable access to the TEST environment to enable Contractor resources to perform testing, troubleshooting and deployments.
- The Technical Authority is responsible for deployments to non-development environments and will make available deployment resources with adequate skills and availability that can successfully follow deployment instructions and ensure releases are deployed within the timeframes required. The Contractor's team can assist Technical Authority in building the deployment processes.
- The Technical Authority will procure licenses for the 3rd party applications, including licensing to enable the deployment of each 3rd party application in each CRM environment (DEV, TEST, etc.).
- The Technical Authority will be responsible for troubleshooting any firewalls, infrastructure / network security; and related IT hurdles that may arise.
- The Technical Authority will provide production quality test data for the user stories in the upcoming sprint. Test data will be provided in a format specified by the Contractor. Test data will be obfuscated by the client.
- The Technical Authority will provide production quality test data prior to the test phase. Test data will be provided in a format specified by the Contractor.
- The Contractor will provide one developer for two weeks past the MVP release to handle incidents and bugs (i.e. tier 3 support) for the application.

#### **Dependencies:**

- Security certification of the Power Platform and the on-premise to online data gateway setup (associated with Protected B guidelines, gateway hardening and connectivity through SIGNET) to be completed by Microsoft, IRCC's security team and IRCC's technology operations team prior to the pilot rollout.
- Connectivity with the Power Platform for overseas offices who use a GAC system via Signet to be provisioned by Microsoft, IRCC's Security team and IRCC's technology operations team in order to allow the application to be accessed in overseas offices prior to the pilot rollout.
- The key roles of Project Manager, Product Owner, Functional SME and Technical SME to be identified and assigned by the Technical Authority prior to the start of the project with sufficient capacity to support the Power Platform MVP project.
- All available, relevant documentation, including high-level business process diagrams, and user story backlog to be provided by the Technical Authority prior to the start of the project.
- Environment provisioning to be completed prior to the start of the project by IRCC's infrastructure, security, and technology operations teams.
- Environment access and domain credentials for the Contractor team members to be provided by IRCC's infrastructure, security, and technology operations teams within two days of project start-up including access to

following applications:

- Backlog management tool for the project (Azure DevOps Boards, Jira);
  - Development tools (Visual Studio, Code Repository);
  - D365 development instance;
  - Power automate environment with relevant access to create new flows;
  - Access to EDW Extracts on the shared folder (or the location from where it is to be consumed); and
  - Configuration/Master Data for upload.
- Production deployment and rollout to be led by the IRCC infrastructure and technology operations teams, with support and guidance from the Contractor on setting up the deployment processes. The Contractor SME will lead the discussions as required bridging the knowledge gap from Power Platform perspective.
  - The IRCC technology operations team, IRCC Technical SME and IRCC Functional SME to store EDW extracts on file share that is accessible by the cloud service (6 csv files) in week 1 of the project. For purposes of the MVP, the csv extracts from EDW must be manually moved to a file share location that is accessible by the cloud service (Power Automate, D365).

## **Appendix 1** **Remote Work Protocols**

This Appendix 1 sets out the remote work protocols to be followed by the Parties. In response to employee health and safety concerns related to the COVID-19 outbreak, the Parties have agreed that the Contractor will implement a remote work solution in which, effective July 2020, contractor personnel performing services under this Task Authorization will work remotely using the Contractor provided laptops.

The Parties acknowledge that implementation of a remote work model will necessarily impact the services, and agree that:

- Contractor personnel covered by the remote work solution will be advised of the Remote Work Protocols;
- Contractor will provide training to any Contractor personnel working remotely that covers the Remote Work Protocols;

Contractor will be responsible for security incidents arising from the implementation of the agreed remote work solution to the extent caused by Contractor failure to comply with the Remote Work Protocols. For purposes of the agreed remote work solution, Contractor will not be responsible for complying with any security requirements that differ or conflict with the Remote Work Protocols.

### **Workstations:**

- Accenture will implement controls for all workstations/laptops on Accenture provided devices that are used in connection with service delivery/receipt incorporating the following: Encrypted hard drive;
- Software agent that manages overall compliance of workstation and reports a minimum on a monthly basis to a central server;
- Patching process to ensure workstations are current on all required patches;
- Ability to prevent non-approved software from being installed (e.g., peer-to-peer software);
- Antivirus with a minimum weekly scan;
- Firewalls installed;
- Data Loss Prevention tool; and
- Web filtering.

### **Access Control:**

The Parties will comply with the following controls for their respective infrastructure:





|  |   |
|--|---|
| <p>Name, Title and Signature of <b>Contracting Authority</b> to Sign on Behalf of Public Works and Government Services Canada</p> <p>(type or print)</p>   | <p>Digitally signed by: Holden, Carole<br/>Date: 2021.03.26 06:48:54 - 04'00"</p> <p>Signature: <u>Carole Holden</u></p> <p>Date: _____</p> |
| <p>You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out there of.</p> |   |

## AMENDMENT 1

### APPENDIX B TO ANNEX A TASK AUTHORIZATION FORM

| TASK AUTHORIZATION (TA) FORM   |                   |                              |                                   |
|--|-------------------|------------------------------|-----------------------------------|
| <b>Contractor:</b>   | DELOITTE INC.     | <b>Contract Number:</b>      | B9220-210014/001/ZM               |
| <b>Commitment Number (PR#):</b>  | 152622            | <b>Financial Coding:</b>     | 0500-0640-6762-54080-9271-1001126 |
| <b>Task Number:</b>  | 7114037<br>(TA02) | <b>Amendment Number:</b>     | 001                               |
| <b>Issue Date:</b>   |                   | <b>Response required by:</b> |                                   |
| <b>1. STATEMENT OF WORK (WORK ACTIVITIES, CERTIFICATIONS AND DELIVERABLES)</b>   |                   |                              |                                   |
| <p><b>NEW</b><br/> <b>Amendment #001 is raised to:</b></p> <ul style="list-style-type: none"> <li><b>Amend the Description of the Project/Work required (highlighted in yellow)</b></li> <li><b>Revise deliverables and their respective schedule</b></li> <li><b>Increase the TA amount by \$1,919,450 for services, plus \$287,437.64 in applicable taxes for an overall increase of \$2,206,887.64</b></li> </ul> <p style="text-align: center; margin-top: 20px;"><b>Task Authorization – Statement of Work<br/>GCMS DR Testing Capability</b></p> <p><b>Description of the Project / Work Required:</b></p> <p><b><u>Digital &amp; System Integration Services - Emergency Response to COVID-19</u></b></p> <p>Immigration, Refugees and Citizenship Canada (IRCC) is seeking the services of a global organization(s) (the “Contractor”) with expertise in rapidly developing and implementing Digital solutions and supporting technologies in response to the recent global pandemic. COVID-19 has increased the urgency for IRCC to develop updated (i) new strategies, and (ii) processes and digital systems to cope with the rapid change it is undergoing. These include updating systems and processes for internal staff, re-thinking and re-designing how IRCC provides its services to its clients within Canada and around the world, leveraging digital processes wherever possible thus minimizing the need for in-person interaction or paper-based processes for the safety of IRCC’s staff, clients and community.</p> <p><b>Specifically for this TA, the focus is on the integral digital system of Global Case Mananagement System (GCMS) and supporting the GCMS Disaster Recovery (DR) project.</b> This is a work is required to ensure integral GCMS processes and digital systems are maintained during COVID-19, a top priority for IRCC as it is a critical enabler of the Digital Platform Modernization (DPM) initiative which, in turn, is a top priority for the Government of Canada.</p> <p>The DR project is about to enter an intensive testing phase to validate that the application functions, as designed, on new infrastructure, in a new data center and that disaster recovery, performance, partner interfaces, and local failovers work as expected.</p> <p>To date, project testing has used a shared model leveraging existing resources and approaches from the existing application support and development teams. Resource contention and competing priorities have</p> |                   |                              |                                   |

led to delays in test execution and defect management. This has impacted the project schedule. The testing model needs to be changed to provide dedicated focus to testing and defect management. **The project needs a robust testing and defect management capability that can reliably deliver a tested application in accordance with the project schedule.**

The project also requires refinement of the post-cutover operating model to ensure streamlined operations in production between all involved stakeholders.

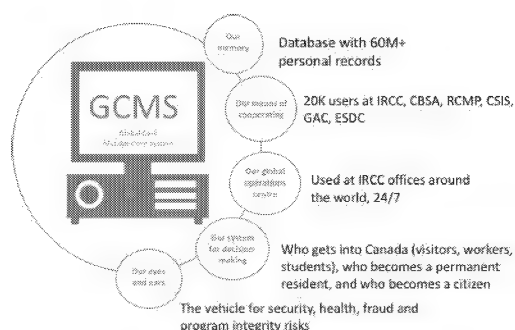
IRCC requires the respondent to create and manage a testing capability for the project that would take the project through to implementation. The respondent would review the project's current testing efforts and propose an approach to complete the project. This would be reviewed with the project authority and, upon agreement, proceed to implementation which will allow for the GCMS DR project to meet the identified QA and operational goals within the defined project timelines.

## Background

The Global Case Management System (GCMS) is an Immigration, Refugees and Citizenship Canada (IRCC) mission-critical application utilized by more than 16,000 users from IRCC and various other government departments such as: Canada Border Services Agency (CBSA), Global Affairs Canada (GAC), Immigration and Refugee Board of Canada (IRB), Royal Canadian Mounted Police (RCMP), Employment and Social Development Canada (ESDC) and others. Unavailability of this service can lead to border closures and the inability to process travel visas and immigration requests.

In one day of business, GCMS handles:

- 10,000 Electronic Travel Authorizations (eTA) applications received
- Final decisions on 3,500 Temporary Resident Visa applications
- Thousands of permanent residence decisions
- Hundreds of inland asylum claim eligibility decisions
- 1,500 Citizenship Grant and Proof application final decisions



During the summer of 2015, Gartner Inc., in conjunction with IRCC and SSC conducted a GCMS Disaster Recovery (DR) analysis and recommended the implementation of a DR site at one (1) of the new SSC managed Enterprise Data Centers (EDCs).

The GCMS Disaster Recovery (GCMS DR) project involves a migrating the existing production and staging environments for the GCMS application from the JETS data center to EDC Barrie. The disaster recovery site for the GCMS will be the SSC Gatineau data center.

The GCMS production environment is configured to operate in a high availability mode with most components supporting fail over to a duplicate component in the event of a single or multiple component failure. The client facing portion of the GCMS service hub is built on a two-(2) node concept (one active, one inactive) to facilitate the deployment of GCMS functionality with minimal downtime. All production components operate out of a single datacenter (Jean Edmonds Tower South (JETS)) in downtown Ottawa, there is no secondary datacenter or fail-over site currently in place. This presents a high risk to IRCC and other GCMS stakeholders given that a serious outage affecting the datacenter

could affect all IRCC services for an extended period of time.

Currently, the project is being managed by a core IRCC/SSC team led by a pair of Directors – one from each department. The core team is focused on project management, architecture, design, and infrastructure provision. Other project tasks such as application builds, testing, defect fixes, and infrastructure are delivered via a sharing arrangement with IRCC's IT-Operations and SSC's Service lines.

The project has completed design and development and is about to enter the testing phase.

### **Current Testing Approach**

The project is currently completing the build of the Staging environments at EDC Barrie. Staging has 2 environments – Staging A and Staging B and they are replicas of each other. They will be identical to the eventual Production A and B environments with the only difference being the capacity of the environments. The testing of these 4 environments represents the scope of this work.

The same testing will be performed for each of the staging A/B and production A/B builds and it needs to verify:

1. All GCMS functions perform as they do today in JETS on the new infrastructure, upgraded operating system, at EDC Barrie
2. Partner connectivity functions as it does today
3. GCMS has a sufficient level of performance
4. New testing to confirm disaster recovery and failover testing between the A/B streams
5. Testing to verify new infrastructure reacts in the way expected in the event of local issues

No new GCMS functionality is being delivered as part of the project. The focus is on moving the GCMS application suite from JETS to EDC Barrie, upgrading operating systems, installing the application on new infrastructure, and creating a disaster recovery ability at a sister data center.

The current test planning approach is to execute the same suite of test cases in each of the environments (Staging A/B, Production A/B). To exercise all the GCMS functions and verify the testing criteria, requires ~500 test cases. This was based on an analysis by the project team and the IT-OPS team that supports GCMS today. These test cases were developed and scripted during test planning and consist of a mix of automated and manual test cases. The existing GCMS QA test team estimates that execution is ~ 1 test case per day. The current approach is to repeat the same suite of test cases in each of the 4 environments.

The current approach has defects handled by the development teams and managed through a ticketing system. Four development teams handle the majority of the defects:

- Siebel
- eServices
- Integration – Biztalk and a Message Exchange Layer based on MQ
- ESO which handles the application builds.

Capacity and priority contention between defects and other development activities leads to slow defect resolution which delays the project's testing efforts. This is a key problem for the project that needs to be addressed through this Statement of Work. The project is currently attempting to complete testing in development and integration environments both of which are on the SDLC path prior to Staging and Production.

The QA team uses Selenium test suite for automation and Loadrunner for performance testing.

## REVISED Statement of Work and Deliverables

### Stream I (Advisory) Scope:

To execute the Stream I work, the activities that IRCC expects would include:

- **Understanding the current situation.** This involves reviewing the existing test plans, approach, environments, resourcing plans, defects, deployment and testing processes and governance, and progress for the project. This would also include interviewing members of the project management, key testing participants, and reviewing existing documents, including the proposed test scripts.
- **Developing a proposed approach** to complete testing for the DR project. This approach would include:
  - Testing approach for testing planning, execution and defect fix.
  - Resourcing model to execute the approach including defect fixes including how the acquire the right knowledge to execute defect fixes
  - Approach to managing the testing process
  - Requirements and resourcing from IRCC/SSC to support this approach
  - Integration points and a proposed interaction model with the existing IRCC IT-Ops organization that support the GCMS application and release today.
  - Approach for code package promotion through the environment stack balancing out needs for speed and quality
  - Approach to reducing volume of operational work by ESO
  - A list of the proposed testing deliverables.
- **An estimate, timeline, and proposed cost** to complete the work.
- **The risk and issues** associated with the proposed approach

| Deliverable      | Description   |
|------------------|---|
| Testing Approach | The proposed approach to testing that describes the proposed model for testing and defect management (informed by key risks and issues), including approach on testing environments, tools and test data. |

|                                      |   |
|--------------------------------------|---|
| Workplan, Estimates, Resourcing      | To implement and execute the proposed approach. The estimate should include the underlying assumptions such as # of test cases, time to execute test case, # of defects, etc. It needs to provide visibility into the staffing model so IRCC can understand the resourcing implications |
| Transition Approach                  | Describes how the respondent would transition from the projects current testing model to the proposed approach with minimal disruption to the project and schedule.   |
| Critical Success Factors             | A list of the key assumptions and critical success factors that will make the proposed approach successful.   |
| Deliverable Schedule and Description | A list and description of the key testing deliverables that the respondent would provide as they execute testing.   |
| Summary Presentation                 | A summary of the approach, workplan and estimates that can be used at the DG/ADM level  |

In addition to the aforementioned requirements around DR testing scope, there is a need to align the various stakeholder on the operating model for Day 2, post migration cutover into the new data centres. The request for the contractor is to help derive alignment by coordinating with the various stakeholders on areas of alignment, facilitating discussions and document the outcomes of the conversations.

#### **NEW Stream II (Implementation Support) Scope:**

As part of Stream II, the contractor will be engaged to execute on the prioritized recommendations from the assessment and build process optimization and automation in order to ensure DR project can be delivered in a timely manner in accordance with DR project timelines.

The contractor is required to augment the DR delivery team, especially in areas where capacity and capability gaps exists, in particular to the following functions: performance testing, test automation, ESO operations work.

The contractor will also be required to continue managing and coordinating the various stakeholders involved to drive the Day 2 operating model work to completion including initiating the thinking on pre cutover dry runs and failover testing approach.

#### **NEW Work Details:**

The Director for the GCMS project is Franck Desormiere. The responsible senior executive is Nancy Violette-Fehr.

|                              |  |   |
|------------------------------|--|---|
| <b>2. PERIOD OF SERVICES</b> | <b>REVISED<br/>STREAM I<br/>FROM 23rd Dec, 2020<br/><br/>STREAM II</b> | <b>REVISED<br/>STREAM I<br/>TO 5th Feb, 2021<br/><br/>STREAM II</b> |
|------------------------------|--|---|

s.20(1)(b)

|  | FROM 26th Jan, 2021   | TO 11th Jun, 2021 |
|--|---|-------------------|
| <b>3. Work Location:</b>   | N/A – All work to be conducted remotely.  |                   |
| <b>4. Invoice sent to:</b>   | IRCC.DSBFINANCEADMIN-<br>DGSNFINANCEADMIN.IRCC@cic.gc.ca<br>[send copy of invoice to: carole.holden@tpsgc-pwgsc.gc.ca ] |                   |
| <b>5. Travel Requirements:</b>   | N/A – All work to be conducted remotely.  |                   |
| <b>6. Language Requirements:</b>   | English.  |                   |
| <b>7. Other Conditions / Constraints:</b>                                    | N/A.  |                   |
| <b>8. Level of Security Clearance Required for the Contractor Personnel:</b> | Reliability Status.   |                   |
| <b>9. Contractor's Response:</b>   |   |                   |
|  |   |                   |



**Pages 41 to / à 44**  
**are withheld pursuant to section**  
**sont retenues en vertu de l'article**

**20(1)(b)**

**of the Access to Information Act**  
**de la Loi sur l'accès à l'information**

## REVISED 9.1 Milestone/Deliverable and Services

### 9.1.a Stream I Milestone/Deliverable

This stream's work is based on fixed cost by milestone as follows:

| Milestone/Deliverable  | Delivery Week | Firm Price Amount (exclusive of tax) |
|--|---------------|--------------------------------------|
| 1. Defect Management Optimization and Plans<br>2. Code Promotion Approach  | Week 4        |                                      |
| 1. Test Strategy<br>2. Failover Test Execution and Coordination Plans<br>3. Recommendations for Environment Support and Operations<br>4. Day 2 Operating Model Outline and Early Draft | Week 6        |                                      |
| <b>Total</b>   |               | \$360,000.00                         |

### NEW 9.1.b Stream II Milestone/Deliverable

| Milestone/Deliverable   | Delivery Week | Firm Price Amount (exclusive of tax) |
|---|---------------|--------------------------------------|
| January Scope Completion *                                      | 29-Jan-21     |                                      |
| Test Strategy Optimization Execution                            | 19-Feb-21     |                                      |
| February Scope Completion *                                     | 26-Feb-21     |                                      |
| Prioritized Defect Management Recommendations Delivery          | 12-Mar-21     |                                      |
| March Scope Completion *  | 2-Apr-21      |                                      |
| ConOps Document Draft   | 9-Apr-21      |                                      |
| April Scope Completion *  | 30-Apr-21     |                                      |
| Prioritized Environment and Operations Recommendations Delivery | 7-May-21      |                                      |
| May Scope Completion *  | 4-Jun-21      |                                      |
| Full ConOps Document Delivery                                   | 11-Jun-21     |                                      |
| <b>Total</b>  |               | \$1,919,450.00                       |

\*As agreed upon with project leadership, in particular to staff augmentation function and otherwise

**Deliverable and Milestone Inspection and Acceptance:** The Project Lead, on behalf of the Technical Authority, will inspect and accept the deliverables (as outlined in section 1) and milestones within 3 business days of submission from the Contractor, prior to payment processing.

### REVISED 9.2 Total Cost

**9.2.a Cost breakdown for Stream I:**

| Category and Name of Proposed Resource  | PWGSC Security File Number | Firm Per Diem Rate | Estimated # of Days | Total cost   |
|---|----------------------------|--------------------|---------------------|--------------|
| Level 3 P.5 - Project Executive -   |                            |                    |                     |              |
| Level 3 P.5 - Project Executive -   |                            |                    |                     |              |
| Level 3 P.5 - Project Executive -   |                            |                    |                     |              |
| Level 3 P.5 - Project Executive -   |                            |                    |                     |              |
| Level 2 P.9 – Project Manager - QA / Testing Manager -  |                            |                    |                     |              |
| Level 2 – B.3 – Business Consultant - QA / Testing Sr Consultant –  |                            |                    |                     |              |
| Level 2 P.9 – Project Manager - Ops Manager -   |                            |                    |                     |              |
| Level 2 P.9 – Project Manager – Sr Deployment/ Release Process Engineer –   |                            |                    |                     |              |
| Level 2 – B.3 – Business Consultant Project Facilitation / Deliverable Support –  |                            |                    |                     |              |
| Level 2 – P.9 – Project Manager – Day 2 OpModel Lead -  |                            |                    |                     |              |
| <b><i>Team members supporting integration with other Deloitte projects. Marginal efforts included with no associated cost</i></b> |                            |                    |                     |              |
| Level 3 P.5 - Project Executive -   |                            |                    |                     |              |
| Level 1 B.3 – Business Consultant – Project Consultant -  |                            |                    |                     |              |
| Level 3 P.5 - Project Executive –   |                            |                    |                     |              |
| Level 3 P.5 - Project Executive –   |                            |                    |                     |              |
| <b>Adjustment to reflect fixed price milestones / deliverables for this TA (Dec 2020)</b>   |                            |                    |                     |              |
| <b>Sub-Total of TA Stream I (Taxes Extra) (A):</b>  |                            |                    |                     | \$360,000.00 |
| <b>Applicable Taxes (B):</b>  |                            |                    |                     | \$53,910.00  |

|  |  |              |
|--|--|--------------|
|  | <b>Total Cost of <del>TA</del> Stream I (Taxes included) (C= A + B):</b> | \$413,910.00 |
|--|--|--------------|

- This work will be delivered at a firm fixed price as per the milestone / deliverable payment schedule above. The total fixed price **\$413,91820** is reflective of applicable taxes (based on a tax rate of 14.975%)
- The cost breakdown provided is reflective of estimated effort and assumptions at the time of TA submission. Actual hours may vary from these estimates over the course of delivery, but will not impact the price to deliver the scope described for the Stream I in this TA

**NEW 9.2.b Cost breakdown for Stream II:**

| Category and Name of Proposed Resource                       | PWGSC Security File Number | Firm Per Diem Rate | Estimated # of Days | Total cost |
|--|----------------------------|--------------------|---------------------|------------|
| Level 3 P.5 - Project Executive -                            |                            |                    |                     |            |
| Level 3 P.5 - Project Executive -                            |                            |                    |                     |            |
| Level 3 P.5 - Project Executive -                            |                            |                    |                     |            |
| Level 3 P.5 - Project Executive -                            |                            |                    |                     |            |
| Level 3 P.9 – Project Manager - QA / Testing Manager –       |                            |                    |                     |            |
| Level 2 – P.9 – Project Manager – Delivery Enablement –      |                            |                    |                     |            |
| Level 2 P.3 – Business Consultant – Delivery Enablement -TBC |                            |                    |                     |            |
| Level 2 P.9 – Project Manager – Testing – TBC                |                            |                    |                     |            |
| Level 2 – A.6 – Programmer / Software Developer – TBC        |                            |                    |                     |            |
| Level 2 – A.6 – Programmer / Software Developer – TBC        |                            |                    |                     |            |
| Level 2 – A.6 – Programmer / Software Developer – TBC        |                            |                    |                     |            |
| Level 2 – A.6 – Programmer / Software Developer – TBC        |                            |                    |                     |            |
| Level 2 – I.9 – System Administrator - TBC                   |                            |                    |                     |            |
| Level 1 – A.1 – Application / Software Architect - TBC       |                            |                    |                     |            |
| Level 3 P.9 – Project Manager – Day 2 OpModel –              |                            |                    |                     |            |

|  |   |
|--|---|
| Level 2 – P.9 – Project Manager – Day 2 OpModel – TBC            | In Progress   |
| Level 2 – B.3 – Business Tech Consultant – Day 2 OpModel – TBC   | In Progress   |
| Level 3 P.5 - Project Executive -                                |   |
| Level 1 B.3 – Business Consultant – Project Consultant -         |   |
| <b>Adjustment to price milestones / deliverables for this TA</b> |   |
|  | <b>Sub-Total of TA Stream II (Taxes Extra) (A):</b>                         |
|  | \$1,919,450.00  |
|  | <b>Applicable Taxes (B):</b>  |
|  | \$287,437.64  |
|  | <b>Total Cost of TA Stream II (Taxes included) (C= A + B):</b>              |
|  | \$2,206,887.64  |
|  | <b>Total Cost of TA including Stream I &amp; Stream II (taxes included)</b> |
|  | \$2,620,797.64  |

- This Stream II work will be delivered at a firm fixed price as per the milestone / deliverable payment schedule above. The total price \$2,206,887.64 is reflective of applicable taxes (based on a tax rate of 14.975%)
- The cost breakdown provided is reflective of estimated effort and assumptions at the time of this TA submission. Number of resources and durations can be adjusted based on joint agreement between IRCC and Deloitte
- Deloitte will submit engagement payment invoice to IRCC every four (4) weeks based on work performed on a time and material basis based on work actually performed on the project

### 9.3 Key Contractor Assumptions and Dependencies

#### REVISED Assumptions

- The start date for the Stream I work will be December 23, 2020, and the end date will be February 5, 2021
- The start date for the Stream II work will be January 26, 2021, and the end date will be June 11, 2021
- Activities and deliverables will be completed in collaboration with IRCC
- IRCC will identify the stakeholders to attend any information sessions and meetings
- IRCC will provide access to all required data and documents in a timely manner needed to complete the advisory stream (Stream I) of the engagement
- IRCC will book interviews and ensure stakeholders provide necessary support for the engagement
- Work will be conducted remotely via telephone and videoconferencing as appropriate
- Deloitte and IRCC will confirm the deliverable sign-off process as part of the first week of work on this TA. This will include identifying who from IRCC will provide approval for each deliverable.

s.19(1)

- Deliverables and work products (i.e., presentation material, tools and templates) will be provided in English. Translation, if required, will be provided, in a timely manner, by IRCC.
- Implementation of improvement recommendations e.g. roll-out and operation of defect management process, implementation of the recommended environment management approach as well as staffing of incremental resources are out of scope of Stream I
- Depending on the security requirements, IRCC will provide a laptop and required access in a timely manner for the engagement
- Completion of the work within this TA will not preclude Deloitte from providing support to additional IRCC initiatives and priorities
- Open-source test automation framework e.g. Selenium will be leveraged to develop under Function B for Stream II

## REVISED Dependencies

### Stream I

- Availability of IRCC personnel for key interviews and deliverable reviews across the following functions: development, testing, project management, ESO (operations) to establish the current state
- Availability of project documents aforementioned to establish current state. If necessary, the required information will be gathered through interviewing stakeholders or observing project activities

### Stream II

- Socialization of the Deloitte Stream II project mandate to project resources by IRCC leadership
- Management support from project leadership (QM and ESO)
- Alignment on accountability and signing authority for Day 2 Op-Model deliverables

|  |  |
|--|--|
| <b>10. Contractor's Signature</b>  |  |
| Name, Title and Signature of Individual Authorized to Sign on Behalf of <b>Contractor</b><br><br>Shannon Kot<br>Partner, Consulting<br>(type or print) | Signature: _____<br><br>Date: <u>Jan 25, 2021</u>  |
| <b>11. Approval – Signing Authority</b>  |  |
| <b>Signatures (Client)</b>   |  |
| Name, Title and Signature of <b>Technical Authority</b> to Sign on Behalf of CIC<br><br><i>Franck Desormiere</i><br>(type or print)                    | Digitally signed by Desormiere, Franck<br>Date: 2021.01.25 08:33:54 -05'00'<br>e, Franck |

|   |   |
|---|---|
| Name, Title and Signature of <b>CIC Procurement Representative</b> to Sign on Behalf of CIC<br><br>(type or print)  | Digitally signed by<br>Signature: <u>Hall,</u> <u>Hall, Stephanie</u><br>Date: <u>Stephanie</u> Date: 2021.01.25 13:56:02 -05'00' |
| <b>Signatures (PWGSC)</b>   |   |
| Name, Title and Signature of <b>*Contracting Authority</b> to Sign on Behalf of Public Works and Government Services Canada<br><br>(type or print)  | Digitally signed by: Holden, Carole<br>Signature: <u>Carole Holden</u> Date: 2021.01.25 14:30:34 -05'00'<br><br>Date: _____       |
| You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out there of. |   |



**Purchasing Office - Bureau des achats:**

Systems Software Procurement Division / Division  
des achats des logiciels d'exploitation  
Terrasses de la Chaudière  
4th Floor, 10 Wellington Street  
4th etage, 10, rue Wellington  
Gatineau  
Quebec  
K1A 0S5

**CONTRACT AMENDMENT  
MODIFICATION AU CONTRAT**

The referenced document is hereby amended: unless  
otherwise indicated, all other terms and conditions of  
the contract remain the same.  
Ce document est par la présente modifié: sauf indication  
contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this  
amendment.

Le fournisseur/entrepreneur accepte la présente  
modification/en accusé réception.

Signature \_\_\_\_\_ Date \_\_\_\_\_  
Name, title of person authorized to sign (type or print)  
Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith  
Prière de retourner une copie dûment signée immédiatement

**Comments - Commentaires**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

Deloitte LLP  
1600 - 100 Queen Street  
Ottawa  
Ontario  
K1P5T8  
Canada

|  |   |
|--|---|
| <b>Title - Sujet</b><br>Enterprise Fraud Management  |   |
| <b>Contract No. - N° du contrat</b><br>B7310-190250/001/EE   | <b>Amendment No. - N° Modif</b><br>001              |
| <b>Client Reference No. - N° de référence du client</b><br>B7310-190250  | <b>Date</b><br>2021-03-26                           |
| <b>Requisition Reference No. - N° de la demande</b><br>B7310-190250  |   |
| <b>File No. - N° de dossier</b><br>067ee.B7310-190250  | <b>CCC No./N° CCC - FMS No./N° VME</b>              |
| <b>Financial Codes</b><br><b>Code(s) financier(s)</b>  |   |
| <b>GST/HST</b><br><b>TPS/TVH</b>   |   |
| <b>F.O.B. - F.A.B.</b><br>Destination  |   |
| <b>GST/HST - TPS/TVH</b><br>See Herein - Voir ci-inclus  | <b>Duty - Droits</b><br>See Herein - Voir ci-inclus |
| <b>Destination - of Goods, Services, and Construction:</b><br><b>Destination - des biens, services et construction:</b><br>See herein  |   |
| <b>Invoices - Original and two copies to be sent to:</b><br><b>Factures - Envoyer l'original et deux copies à:</b><br>See herein   |   |
| <b>Address Enquiries to: - Adresser toutes questions à:</b><br>Pignat, Michael   | <b>Buyer Id - Id de l'acheteur</b><br>067ee         |
| <b>Telephone No. - N° de téléphone</b><br>(873) 354-4163 ( )   | <b>FAX No. - N° de FAX</b><br>( ) -                 |
| <b>Increase (Decrease) - Augmentation (Diminution)</b><br>\$0.00   |   |
| <b>Revised estimated cost</b><br><b>Coût révisé estimatif</b><br>\$4,637,464.63  | <b>Currency Type - Genre de devise</b><br>CAD       |
| <b>For the Minister - Pour le Ministre</b><br><b>Pignat, Michael</b><br>Digitally signed by: Pignat, Michael<br>DN: CN = Pignat, Michael C = CA O = GC OU = PWGSC-TPSGC<br>Date: 2021.03.26 11:12:46 -04'00' |   |





**Purchasing Office - Bureau des achats:**

Systems Software Procurement Division / Division  
des achats des logiciels d'exploitation  
Terrasses de la Chaudière  
4th Floor, 10 Wellington Street  
4th etage, 10, rue Wellington  
Gatineau  
Quebec  
K1A 0S5

**DRAFT - PROJET  
CONTRACT AMENDMENT  
MODIFICATION AU CONTRAT**

The referenced document is hereby amended: unless  
otherwise indicated, all other terms and conditions of  
the contract remain the same.  
Ce document est par la présente modifié: sauf indication  
contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this  
amendment.

Le fournisseur/entrepreneur accepte la présente  
modification/en accusé réception.

Signature Dina Kamal, AI Factory Leader Date Mar, 24, 2021  
Name, title of person authorized to sign (type or print)  
Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith  
Prière de retourner une copie dûment signée immédiatement

**Comments - Commentaires**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

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1600 - 100 Queen Street  
Ottawa  
Ontario  
K1P5T8  
Canada

|   |   |
|---|---|
| <b>Title - Sujet</b><br>Enterprise Fraud Management   |   |
| <b>Contract No. - N° du contrat</b><br>B7310-190250/001/EE  | <b>Amendment No. - N° Modif</b><br>001              |
| <b>Client Reference No. - N° de référence du client</b><br>B7310-190250   | <b>Date</b>   |
| <b>Requisition Reference No. - N° de la demande</b><br>B7310-190250   |   |
| <b>File No. - N° de dossier</b><br>067ee.B7310-190250   | <b>CCC No./N° CCC - FMS No./N° VME</b>              |
| <b>Financial Codes</b><br><b>Code(s) financier(s)</b>   |   |
| <b>GST/HST</b><br><b>TPS/TVH</b>  |   |
| <b>F.O.B. - F.A.B.</b><br>Destination   |   |
| <b>GST/HST - TPS/TVH</b><br>See Herein - Voir ci-inclus   | <b>Duty - Droits</b><br>See Herein - Voir ci-inclus |
| <b>Destination - of Goods, Services, and Construction:</b><br><b>Destination - des biens, services et construction:</b><br>See herein |   |
| <b>Invoices - Original and two copies to be sent to:</b><br><b>Factures - Envoyer l'original et deux copies à:</b><br>See herein      |   |
| <b>Address Enquiries to: - Adresser toutes questions à:</b><br>Pignat, Michael  | <b>Buyer Id - Id de l'acheteur</b><br>067ee         |
| <b>Telephone No. - N° de téléphone</b><br>(873) 354-4163 ( )  | <b>FAX No. - N° de FAX</b><br>( ) -                 |
| <b>Increase (Decrease) - Augmentation (Diminution)</b><br>\$0.00  |   |
| <b>Revised estimated cost</b><br><b>Coût révisé estimatif</b><br>\$4,637,464.63   | <b>Currency Type - Genre de devise</b><br>CAD       |
| <b>For the Minister - Pour le Ministre</b>  |   |

|  |                            |                                 |
|--|----------------------------|---------------------------------|
| Contract No. - N° du contrat           | Amd. No. - N° de la modif. | Buyer ID - Id de l'acheteur     |
| B7310-190250/001/EE                    | 001                        | 067EE                           |
| Client Ref. No. - N° de réf. du client | File No. - N° du dossier   | CCC No./N° CCC - FMS No./N° VME |
| B7310-190250                           |                            |                                 |

## **AMENDMENT NUMBER 001** **ON BEHALF OF IMMIGRATION, REFUGEES AND CITIZENSHIP CANADA**

This amendment is raised to:

- Update the Invoicing Instructions;
- Update Annex A Statement of Work, Section 6.2 Deliverables;
- Update Annex B Basis of Payment, Table 1.1.1 Wave 1 Implementation;

### **1) At Section 10. Invoicing Instructions,**

#### **DELETE:**

- b) The Contractor must provide all original invoices to the Client Administrative Contact and all copies to the Contracting Authority.

#### **INSERT:**

- b) The Contractor must provide all original invoices to the Client Administrative Contact, [IRCC.FINInvoices-FacturesFIN.IRCC@cic.gc.ca](mailto:IRCC.FINInvoices-FacturesFIN.IRCC@cic.gc.ca) and all copies to the Contracting Authority.

### **2) At ANNEX A – STATEMENT OF WORK, Section 6.2) Deliverables,**

#### **DELETE:**

#### **6.2 Deliverables**

The Contractor is expected to develop the following deliverables over the course of the EFM Solution Implementation Project. The Contractor must provide all deliverables to Technical Authority for review and approvals.

| Milestone / Deliverable | Description  | Forecast (Business days from Contract award date) |
|-------------------------|--|---|
| Milestone               | <b>*Contract Award*</b>  | <b>Day 0</b>                                      |
| Milestone               | Technical Team engagement with Supplier  | No later than 20 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Project Plan including Schedule and Work Breakdown Structure (WBS)</li> </ul> | No later than 20 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Risk Mitigation Strategies and Plan</li> </ul>                                | No later than 20 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Weekly Status Reports</li> </ul>  | Ongoing   |
| Milestone               | Start development of the solution  | No later than 40 days from Contract Award         |

Contract No. - N° du contrat  
 B7310-190250/001/EE

Amd. No. - N° de la modif.  
 001

Buyer ID - Id de l'acheteur  
 067EE

Client Ref. No. - N° de réf. du client  
 B7310-190250

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

|             |   |  |
|-------------|---|--|
| Deliverable | <ul style="list-style-type: none"> <li>Deliverable Specifications and Acceptance Agreements (Upfront Deliverable Agreements (UDAs))</li> </ul>                  | No later than 40 days from Contract Award  |
| Deliverable | <ul style="list-style-type: none"> <li>Gap Analysis and recommendations to address gaps, if applicable</li> </ul>   | No later than 40 days from Contract Award  |
| Deliverable | <ul style="list-style-type: none"> <li>Complete Security Requirements Traceability Matrix (SRTM) – in consultation with Client.</li> </ul>                      | No later than 40 days from Contract Award  |
| Deliverable | <ul style="list-style-type: none"> <li>Interview / workshop Schedule / plan</li> </ul>  | No later than 40 days from Contract Award  |
| Deliverable | <ul style="list-style-type: none"> <li>Technical Solution Design</li> </ul>   | No later than 40 days from Contract Award  |
| Deliverable | <ul style="list-style-type: none"> <li>Technical Configuration Document</li> </ul>  | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Development Plan, if applicable</li> </ul>   | No later than 50 days from Contract Award  |
| Deliverable | <ul style="list-style-type: none"> <li>Configuration of business rules as defined in use cases.</li> </ul>  | No later than 90 days from Contract Award  |
| Deliverable | <ul style="list-style-type: none"> <li>Technical Design documents for reports, integrations, customizations, extensions and workflows, if applicable</li> </ul> | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Training manuals</li> </ul>  | No later than 100 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Training schedule</li> </ul>   | No later than 100 days from Contract Award |
| Milestone   | Training of technical team on solution  | No later than 120 days from Contract Award |
| Milestone   | Integration of use cases and reports  | No later than 120 days from Contract Award |
| Milestone   | Testing/validation of final solution use cases and reports  | No later than 120 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Test Cases and Scripts</li> </ul>  | No later than 120 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Configured Test Environment for end-to-end solution</li> </ul>   | No later than 120 days from Contract Award |
| Milestone   | Approved Transition Plan  | No later than 110 days from Contract Award |
| Milestone   | Pilot testing and remediation   | No later than 120 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Test Results and Defect Log</li> </ul>   | No later than 120 days from Contract Award |

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Amd. No. - N° de la modif.  
001

Buyer ID - Id de l'acheteur  
067EE

Client Ref. No. - N° de réf. du client  
B7310-190250

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

|             |   |  |
|-------------|---|--|
| Milestone   | Necessary Privacy and Policy updates are completed  | No later than 120 days from Contract Award |
| Milestone   | Training of Workplace Investigations and Ethics (WIE)   | No later than 100 days from Contract Award |
| Milestone   | Stakeholder evaluation/approval to proceed  | No later than 110 days from Contract Award |
| Milestone   | Finalization of the solution  | No later than 130 days from Contract Award |
| Milestone   | Complete development of the solution  | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Deployment Approach and Prerequisites</li> </ul>                   | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Deployment Test Plan</li> </ul>                                    | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Deployment Test Results</li> </ul>                                 | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Configured Production Environment</li> </ul>                       | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>"go/no-go" checklist to be completed with input by IRCC</li> </ul> | No later than 130 days from Contract Award |
| Milestone   | Start solution implementation   | No later than 140 days from Contract Award |
| Milestone   | Completed full Implementation of the solution   | No later than 140 days from Contract Award |
| Milestone   | Evaluation/Remediation and update of use cases/reports  | No later than 160 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Administrator (technical) manuals</li> </ul>                       | No later than 160 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>User (business) manuals</li> </ul>                                 | No later than 160 days from Contract Award |
| Milestone   | <b>Wave 1 Implementation Project Close-Out Report</b>   | Within 160 days                            |

## INSERT:

### 6.2 Deliverables

The Contractor is expected to develop the following deliverables over the course of the EFM Solution Implementation Project. The Contractor must provide all deliverables to Technical Authority for review and approvals.

Contract No. - N° du contrat  
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Amd. No. - N° de la modif.  
001

Buyer ID - Id de l'acheteur  
067EE

Client Ref. No. - N° de réf. du client  
B7310-190250

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

| Milestone / Deliverable | Description   | Forecast (Business days from Contract award date) |
|-------------------------|---|---|
| Milestone               | <b>*Contract Award*</b>   | <b>Day 0</b>                                      |
| Milestone               | Technical Team engagement with Supplier   | No later than 20 days from Contract Award         |
| Deliverable D01         | <ul style="list-style-type: none"> <li>Project Plan including Schedule and Work Breakdown Structure (WBS)</li> </ul>  | No later than 20 days from Contract Award         |
| Deliverable D02         | <ul style="list-style-type: none"> <li>Risk Mitigation Strategies and Plan</li> </ul>   | No later than 20 days from Contract Award         |
| Deliverable D03         | <ul style="list-style-type: none"> <li>Weekly Status Reports</li> </ul>   | Ongoing   |
| Milestone               | Start development of the solution   | No later than 40 days from Contract Award         |
| Deliverable D04         | <ul style="list-style-type: none"> <li>Deliverable Specifications and Acceptance Agreements (Upfront Deliverable Agreements (UDAs))</li> </ul>                  | No later than 40 days from Contract Award         |
| Deliverable D05         | <ul style="list-style-type: none"> <li>Gap Analysis and recommendations to address gaps, if applicable</li> </ul>   | No later than 40 days from Contract Award         |
| Deliverable D06         | <ul style="list-style-type: none"> <li>Complete Security Requirements Traceability Matrix (SRTM) – in consultation with Client.</li> </ul>                      | No later than 40 days from Contract Award         |
| Deliverable D07         | <ul style="list-style-type: none"> <li>Interview / workshop Schedule / plan</li> </ul>  | No later than 40 days from Contract Award         |
| Deliverable D08         | <ul style="list-style-type: none"> <li>Technical Solution Design</li> </ul>   | No later than 40 days from Contract Award         |
| Deliverable D09         | <ul style="list-style-type: none"> <li>Technical Configuration Document</li> </ul>  | No later than 130 days from Contract Award        |
| Deliverable D10         | <ul style="list-style-type: none"> <li>Development Plan, if applicable</li> </ul>   | No later than 50 days from Contract Award         |
| Deliverable D11         | <ul style="list-style-type: none"> <li>Configuration of business rules as defined in use cases.</li> </ul>  | No later than 90 days from Contract Award         |
| Deliverable D12         | <ul style="list-style-type: none"> <li>Technical Design documents for reports, integrations, customizations, extensions and workflows, if applicable</li> </ul> | No later than 130 days from Contract Award        |
| Deliverable D13         | <ul style="list-style-type: none"> <li>Training manuals</li> </ul>  | No later than 100 days from Contract Award        |
| Deliverable D14         | <ul style="list-style-type: none"> <li>Training schedule</li> </ul>   | No later than 100 days from Contract Award        |
| Milestone               | Training of technical team on solution  | No later than 120 days from Contract Award        |

Contract No. - N° du contrat  
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001

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067EE

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B7310-190250

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

| Milestone / Deliverable | Description   | Forecast (Business days from Contract award date) |
|-------------------------|---|---|
| Milestone               | Integration of use cases and reports  | No later than 120 days from Contract Award        |
| Milestone               | Testing/validation of final solution use cases and reports  | No later than 120 days from Contract Award        |
| Deliverable D15         | <ul style="list-style-type: none"> <li>Test Cases and Scripts</li> </ul>                                  | No later than 120 days from Contract Award        |
| Deliverable D16         | <ul style="list-style-type: none"> <li>Configured Test Environment for end-to-end solution</li> </ul>     | No later than 120 days from Contract Award        |
| Milestone               | Approved Transition Plan  | No later than 110 days from Contract Award        |
| Milestone               | Pilot testing and remediation   | No later than 120 days from Contract Award        |
| Deliverable D17         | <ul style="list-style-type: none"> <li>Test Results and Defect Log</li> </ul>                             | No later than 120 days from Contract Award        |
| Milestone               | Necessary Privacy and Policy updates are completed  | No later than 120 days from Contract Award        |
| Milestone               | Training of Workplace Investigations and Ethics (WIE)   | No later than 100 days from Contract Award        |
| Milestone               | Stakeholder evaluation/approval to proceed  | No later than 110 days from Contract Award        |
| Milestone               | Finalization of the solution  | No later than 130 days from Contract Award        |
| Milestone               | Complete development of the solution  | No later than 130 days from Contract Award        |
| Deliverable D18         | <ul style="list-style-type: none"> <li>Deployment Approach and Prerequisites</li> </ul>                   | No later than 130 days from Contract Award        |
| Deliverable D19         | <ul style="list-style-type: none"> <li>Deployment Test Plan</li> </ul>                                    | No later than 130 days from Contract Award        |
| Deliverable D20         | <ul style="list-style-type: none"> <li>Deployment Test Results</li> </ul>                                 | No later than 130 days from Contract Award        |
| Deliverable D21         | <ul style="list-style-type: none"> <li>Configured Production Environment</li> </ul>                       | No later than 130 days from Contract Award        |
| Deliverable D22         | <ul style="list-style-type: none"> <li>"go/no-go" checklist to be completed with input by IRCC</li> </ul> | No later than 130 days from Contract Award        |

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File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

| Milestone / Deliverable | Description   | Forecast (Business days from Contract award date) |
|-------------------------|---|---|
| Milestone               | Start solution implementation   | No later than 140 days from Contract Award        |
| Milestone               | Completed full Implementation of the solution                                       | No later than 140 days from Contract Award        |
| Milestone               | Evaluation/Remediation and update of use cases/reports                              | No later than 160 days from Contract Award        |
| Deliverable D23         | <ul style="list-style-type: none"> <li>Administrator (technical) manuals</li> </ul> | No later than 160 days from Contract Award        |
| Deliverable D24         | <ul style="list-style-type: none"> <li>User (business) manuals</li> </ul>           | No later than 160 days from Contract Award        |
| Milestone               | <b>Wave 1 Implementation Project Close-Out Report</b>                               | Within 160 days                                   |

### 3) At ANNEX B – BASIS OF PAYMENT, Table 1.1.1. Wave 1 Implementation,

**DELETE:**

| Wave 1 Implementation |  |                 |                   |
|-----------------------|--|-----------------|-------------------|
| Item                  | Milestone Description                      | Timeline        | Milestone Payment |
| 1                     | Milestone 1 – Completion of WP1 to WP2     | End of Period 2 |                   |
| 2                     | Milestone 2 – Completion of WP3.1 to WP3.3 | Mid of Period 5 |                   |
| 3                     | Milestone 3 – Completion of WP3.4 to WP5   | End of Period 6 |                   |
| 4                     | Milestone 4 – Completion of WP6 to WP7     | End of Period 8 |                   |
| Wave 1 Total:         |  |                 | \$2,640,000.00    |

**INSERT:**

| Wave 1 Implementation |  |                 |                   |
|-----------------------|--|-----------------|-------------------|
| Item                  | Milestone Description                              | Timeline        | Milestone Payment |
| 1                     | Milestone 1 – Completion of D01 to D05             | End of Period 2 |                   |
| 2                     | Milestone 2 – Completion of D06 to D08, D10 to D11 | Mid of Period 5 |                   |
| 3                     | Milestone 3 – Completion of D09, D12 to D17        | End of Period 6 |                   |
| 4                     | Milestone 4 – Completion of D18 to D24             | End of Period 8 |                   |
| Wave 1 Total:         |  |                 | \$2,640,000.00    |

**ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.**



**Purchasing Office - Bureau des achats:**

Systems Software Procurement Division /  
Division des achats des logiciels d'exploitation  
Terrasses de la Chaudière  
4th Floor, 10 Wellington Street  
4th étage, 10, rue Wellington  
Gatineau  
Quebec  
K1A 0S5

**CONTRACT - CONTRAT**

**Your proposal is accepted** to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price or prices set out therefor.

**Nous acceptons votre proposition** de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, services et construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du fournisseur/de l'entrepreneur**

Deloitte LLP  
1600 - 100 Queen Street  
Ottawa  
Ontario  
K1P5T8  
Canada

|   |   |
|---|---|
| <b>Title - Sujet</b><br>Enterprise Fraud Management   |   |
| <b>Contract No. - N° du contrat</b><br>B7310-190250/001/EE  | <b>Date</b><br>2021-01-06                           |
| <b>Client Reference No. - N° de référence du client</b><br>B7310-190250   |   |
| <b>Requisition No. - N° de la demande</b><br>B7310-190250   |   |
| <b>File No. - N° de dossier</b><br>067ee.B7310-190250   | <b>CCC No./N° CCC - FMS No./N° VME</b>              |
| <b>Financial Code(s)</b><br><b>Code(s) financier(s)</b><br>0500-0140-6791-55802-7310-9998   |   |
| <b>GST/HST</b><br><b>TPS/TVH</b><br><input type="checkbox"/>  |   |
| <b>F.O.B. - F.A.B.</b><br>Destination   |   |
| <b>GST/HST - TPS/TVH</b><br>See Herein - Voir ci-inclus   | <b>Duty - Droits</b><br>See Herein - Voir ci-inclus |
| <b>Destination - of Goods, Services, and Construction:</b><br><b>Destination - des biens, services et construction:</b><br>See herein |   |
| <b>Invoices - Original and two copies to be sent to:</b><br><b>Factures - Envoyer l'original et deux copies à:</b><br>See herein      |   |
| <b>Address Enquiries to: - Adresser toutes questions à:</b><br>Pignat, Michael  |   |
| <b>Buyer Id - Id de l'acheteur</b><br>067ee   |   |
| <b>Telephone No. - N° de téléphone</b><br>(873) 354-4163 ( )  | <b>FAX No. - N° de FAX</b><br>( ) -                 |
| <b>Total Estimated Cost - Coût total estimatif</b><br>\$4,637,464.63  | <b>Currency Type - Devise</b><br>CAD                |
| <b>For the Minister - Pour le Ministre</b><br><b>Chadha,</b><br><b>Sampan</b>   |   |

Digitally signed by: Chadha,  
Sampan  
DN: CN = Chadha, Sampan C =  
CA O = GC OU = PWGSC-TPSGC  
Date: 2021.01.06 13:34:22 -05'00'



Solicitation No. - N° de l'invitation

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B7310-190250

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File No. - N° du dossier

.

Buyer ID - Id de l'acheteur

067EE

CCC No./N° CCC - FMS No./N° VME

## 1. Requirement

- a) **Deloitte LLP** (The "**Contractor**") agrees to supply to the Client the goods and/or services described in the Contract, including the Annex A Statement of Work, in accordance with, and at the prices set out in, the Contract. The scope includes:
  - i. granting the rights to use the available EFM Solution Licensed Software, in accordance with the Contract, including the Statement of Work, which is subject to a Software Warranty Period of 12 months;
  - ii. providing EFM Solution Software Maintenance and Support during the Contract Period, as per levels specified in this document;
  - iii. providing licensed documentation for the Licensed Software
  - iv. providing the EFM Solution Documentation in English (and French, if available); and
  - v. providing all the contract deliverables in accordance with the Contract.
- b) **Client: Immigration, Refugees and Citizenship Canada** (IRCC) is the initial Client that will use the **Enterprise Fraud Management Solution** (EFM Solution). However, this Contract will also allow Canada to make the EFM Solution available to any department, Crown corporation or agency as described in the *Financial Administration Act* (as amended from time to time); any other party for which the Department of Public Works and Government Services has been authorized to act from time to time under section 16 of the *Department of Public Works and Government Services Act* (each a "**Client**"). Although Canada may make the EFM Solution available to any or all the Clients, this Contract does not preclude Canada from using another method of supply for entities of the Government of Canada with same or similar needs. When the EFM Solution is made available to Clients other than the initial Client, any required professional services or training will be purchased under a separate contract.
- c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Also, the following words and expressions have the following meanings:

any reference to a "**deliverable**" or "**deliverables**" includes the license to use the Licensed Software (the Licensed Software itself is not a deliverable, because the Licensed Software is only being licensed under the Contract, not sold or transferred).

## 2. License

- a) **License:** The Contractor must provide the Licensed Software described in the Contract, which includes everything described in this article, as well as anything further required to ensure that the Client is able to use all the features and functionality of the Licensed Software listed in Annex A, including but not limited to providing any and all agents, host agents, access

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licenses, drivers, application program interfaces, adapters, connectors, plug-ins, and software development tool kits.

- b) Grant of Licenses:** In addition to the obligations set out in Section 02 (License Grant) of 4003 - Licensed Software, the Contractor grants to Canada a license to use the Licensed Software in accordance with the Contract. This license is non-exclusive, perpetual, irrevocable, world-wide, fully paid and without royalties. The license cannot be restricted, modified or revised in any way by the Contractor.

This license includes the right for Canada to install, copy, deploy and use the Licensed Software, which includes the rights:

- i. to deploy, in whole or in part, any or all of the software products that form part of the Licensed Software, together or separately, and in as many installations and locations (off-site workplaces or work environments "in the field", and in-home work environments for the Client's business purposes) as the Client sees fit;
- ii. to create or process an unlimited number of documents, transactions, data and events;
- iii. to use English and French versions (if available, these must be the "Canadian English" and "Canadian French" versions);
- iv. to run the Licensed Software on multiple computing platforms and devices; under the Contract, "devices" are defined as mainframes, servers, desktops, workstations, notebooks, laptops, personal digital assistant(s) and networking equipment and peripheral equipment such as switches, routers, hubs, bridges, phones and Gateways, and any other equipment that has a central processor unit(s), mass storage device(s), input output device(s) and operating system;
- v. to grant access through a browser using Internet, intranet and extranet environments or any other connections to anyone (Canadians and non-Canadians and employees and contractors of Canada) who uses the services and programs provided by Canada (regardless of their location) to access, view, enter, search, exchange and read information held and created by the Client using the Licensed Software;
- vi. to make this use by way of a network, the Internet, an intranet, an extranet, a virtual private network (VPN), an inter-network, or such other means as may become possible from time to time so that users have "universal access rights" (i.e., a right to access the Licensed Software by any means from any location as may become possible from time to time), whether their means of access is secure, wireless, mobile or by any other means available from time to time;
- vii. to make this use regardless of the operating systems, software applications and Application Programming Interface(s) (API) that the Client may be using from time to time; however, Canada acknowledges that the Contractor is not granting any license rights to software other than the Licensed Software;
- viii. to receive the Licensed Software from the Contractor on Canada's choice(s) of the media on which the Contractor makes the Licensed Software available to customers (including CD-ROM, Internet download, and such other media that the Contractor uses to distribute the Licensed Software at any given time);
- ix. to distribute the Licensed Software to individual Client Users on Canada's choice(s) of media; and

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- x. to continue to use the Licensed Software regardless of any changes made at any given time, including but not limited to changes in the operating system, other applications, hardware, peripherals or devices with which the Licensed Software operates; however, the Contractor is not required to deliver a new or different version of the Licensed Software to enable the Client Users to continue to use the Licensed Software in a different environment than the one(s) described in the Contract (unless expressly required to do so as part of the warranty or software maintenance for the Licensed Software described in the Contract),

all without affecting the pricing in the Contract and without requiring the Client to obtain additional licences or accept amended licence terms for the Licensed Software. The "Licensed Software" includes all the software listed in Annex B.

- c) **Optional Goods - Purchase Additional Licenses:** The Contractor grants to Canada the irrevocable option to purchase licenses at the price set out in the Basis of Payment on the same terms and conditions granted under the Contract. The option(s) may be exercised at any time during the Contract Period, as many times as Canada chooses. The option(s) may only be exercised by the Contracting Authority by notice in writing and will be evidenced, for administrative purposes only, by a contract amendment.

### 3. Licensed Software Warranty, Software Maintenance And Support

- a) **Licensed Software Warranty:** Despite Section 15 (Warranty) of 4003 or anything else to the contrary in this Contract, the "Warranty Period" begins on the date the Licensed Software and the deliverables are accepted in accordance with the terms of this Contract and continues for 12 months.
- b) **Software Maintenance:** In addition to the obligations set out in Section 15 (Warranty) of 4003 - Licensed Software, and the Contractor's obligations under 4004 - Maintenance and Support Services for Licensed Software, the Contractor must provide the following services as part of the "Software Maintenance" throughout the "Software Support Period", which is identified in Annex A, plus any period during which Canada has exercised its option under the Contract to extend the Software Maintenance. The Contractor must provide the Client with the most recent release(s) and version(s) of the Licensed Software during the period of the Software Maintenance, as soon as they are available.
  - i. The Contractor must keep track of software releases for the purpose of configuration control.
  - ii. In addition to the Contractor's obligations under Section 3 (Maintenance Releases) of 4004 - Maintenance and Support Services for Licensed Software, the Contractor must deliver the following software code as part of the Software Maintenance:
    1. all Bug Fixes, Software Patches, and all other Enhancements;
    2. all Upgrades, updates, major and minor New Releases, and Renames;
    3. all Extensions and other modifications, including but not limited to drivers, service packs, and Service Releases;
    4. all application programming interfaces (APIs), plug-ins, applets and adapters;
    5. all rewrites, including in other programming language(s), where the original version(s) is no longer being maintained by the software publisher; and
    6. on request, all backgrades or downgrades; however, if these backgrades or downgrades are versions predating the version of the Licensed Software acquired from the Contractor, the backgrade or downgrade version is provided without warranty and the Contractor will have no obligation to provide Software Maintenance or Support Services for the backgrade or downgrade version of the Licensed Software,

which will be made available by the Software Publisher during the Software Support Period.

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- iii. The Contractor must continue to maintain the most recent version of the Licensed Software (i.e., the version or "build" originally licensed under the Contract, or succeeding versions as updated through Software Maintenance) as a commercial product (i.e. the Contractor or the software publisher must be continuing to develop new code in respect of the Licensed Software to maintain its functionality, enhance it, and deal with Software Errors) for the Contract Period from the date this Contract is issued. After that time, if the Contractor or the software publisher decides to discontinue or no longer maintain the then-current version or "build" of the Licensed Software and, instead, decides to provide Upgrades to the Licensed Software as part of the Software Maintenance, the Contractor must provide written notice to Canada at least 12 months in advance of the discontinuation.
- c) **Software Support:** In addition to the obligations set out in Supplemental General Conditions 4004, the Contractor must provide the following as part of the "**Software Support**" throughout the "**Software Support Period**", which is identified in Annex A, plus any period during which Canada has exercised its option under the Contract to extend the Software Support. The Software Support includes the following Technical Hotline Support and Web Support services:
- i. **Technical Hotline Support:** In addition to the requirements of Supplemental General Conditions 4004, the Contractor must provide the Technical Hotline Support through the Contractor's toll-free hotline at 1-800-727-0025, in English (and French, if available), 24 hours a day (excluding statutory holidays observed by the federal government in the province from which the call is made). The Contractor must answer or return all calls (with a live service agent) within 60 minutes of the initial time of the Client or User's initial call. The Contractor's personnel must be qualified and able to respond to the Client's and any Client User's questions and, to the extent possible, be able to resolve user problems over the telephone and provide advice regarding configuration problems relating to the Licensed Software.
- ii. **E-Mail Support:** The Contractor must provide E-Mail Support through the Contractor's e-mail address at \_\_\_\_\_, in English (and French, if available). E-Mail Support must be available from 8:00 A.M. to 5:00 P.M. Eastern Time, Monday to Friday (excluding statutory holidays observed by the federal government in the province from which the e-mail is sent). The Contractor must answer all e-mails (automatically generated e-mails will not be considered to meet this requirement) within 60 minutes of the initial time of the Client's initial e-mail.
- iii. **Web Support:** The Contractor must provide Canada with technical web support services through a website that must include, as a minimum, frequently asked questions and on-line software diagnostic routines, support tools, and services. The Contractor's website must provide support in English. The Contractor's website must be available to Canada's users 24 hours a day, 365 days a year, and must be available 99% of the time. The Contractor's website address is <http://support.sas.com>.
- d) **Optional Goods - Extend Software Support Period:** The Contractor grants to Canada the irrevocable option(s) to extend the Software Support Period by seven (7) additional one-year periods, exercisable at any time during the Contract Period. The Contractor agrees that, during the entire Software Support Period, the prices will be those set out in the Basis of Payment. The option(s) may only be exercised by the Contracting Authority by notice in writing and will be evidenced, for administrative purposes only, by a contract amendment.
- e) **Optional Goods - Purchase Software Maintenance and Support on Additional License(s):** The Contractor grants to Canada the irrevocable option to purchase Software Maintenance and Support on the additional licenses, if Canada exercises its option for this additional Software Maintenance and Support of the Licensed Software, Canada will pay the Contractor the firm annual price set out in the Basis of Payment, payable annually in advance, FOB destination, and Applicable Taxes extra.

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#### 4. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual issued by Public Works and Government Services Canada (PWGSC). The Manual is available on the PWGSC Website: <https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/all>.

##### a) General Conditions

- i. 2030 (2018-06-21), General Conditions - Higher Complexity - Goods, apply to and form part of the Contract.

##### b) Supplemental General Conditions

- i. 4003, (2010-08-16), Supplemental General Conditions - Licensed Software;
- ii. 4004, (2013-04-25), Supplemental General Conditions - Maintenance and Support Services for Licensed Software;
- iii. 4006 (2010-08-16) Contractor to Own Intellectual Property Rights in Foreground Information

apply to and form part of the Contract.

#### 5. Security Requirements

- 5.1 The following security requirements (SRCL and related clauses provided by the Contract Security Program) apply and form part of the Contract.

##### A. SECURITY REQUIREMENTS FOR CANADIAN SUPPLIERS:

- a) The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), **Public Works and Government Services Canada (PWGSC)**.
- b) The Contractor/Offeror personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by CISD/**PWGSC**.
- c) The Contractor/Offeror MUST NOT remove any PROTECTED information or assets from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction.
- d) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/**PWGSC**.
- e) The Contractor/Offeror must comply with the provisions of the:
  - i. Security Requirements Check List and security guide (if applicable), attached at Annex C;
  - ii. Industrial Security Manual (Latest Edition).

##### B. SECURITY REQUIREMENTS FOR FOREIGN SUPPLIERS:

The Canadian Designated Security Authority (Canadian DSA) for industrial security matters in Canada is the Industrial Security Sector (ISS), Public Works and Government Services Canada (PWGSC), administered by International Industrial Security Directorate (IISD), PWGSC. The Canadian DSA is the authority for confirming Contractor compliance with the security requirements for foreign suppliers. The following security requirements apply to the foreign recipient Contractor incorporated or authorized to do business in a jurisdiction other than Canada and delivering outside of Canada the services listed and described in the subsequent contract.

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- a) The Foreign recipient Contractor must be from a Country within the North Atlantic Treaty Organization (NATO), the European Union (EU) or from a country with which Canada has an international bilateral security instrument. The Contract Security Program (CSP) has international bilateral security instruments with the countries listed on the following PWGSC website:  
<http://www.tpsgc-pwgsc.gc.ca/esc-src/international-eng.html>.
- b) The Foreign recipient Contractor must, at all times during the performance of the contract, hold an equivalence to a valid Designated Organization Screening (DOS), issued by the Canadian DSA as follows:
- i. The Foreign recipient Contractor must provide proof that they are incorporated or authorized to do business in their jurisdiction.
  - ii. The Foreign recipient Contractor must not begin the work, services or performance until the Canadian Designated Security Authority (DSA) is satisfied that all contract security requirement conditions have been met. Canadian DSA confirmation must be provided, in writing, to the foreign recipient Contractor in an Attestation Form, to provide confirmation of compliance and authorization for services to be performed.
  - iii. The Foreign recipient Contractor must identify an authorized Contract Security Officer (CSO) and an Alternate Contract Security Officer (ACSO) (if applicable) to be responsible for the overseeing of the security requirements, as defined in this contract. This individual will be appointed by the proponent foreign recipient Contractor's Chief Executive officer or Designated Key Senior Official, defined as an owner, officer, director, executive, and or partner who occupy a position which would enable them to adversely affect the organization's policies or practices in the performance of the contract.
  - iv. The Foreign recipient Contractor must not grant access to CANADA PROTECTED B information/assets, except to its personnel subject to the following conditions:
    - a. Personnel have a need-to-know for the performance of the contract;
    - b. Personnel have been subject to a Criminal Record Check, with favourable results, from a recognized governmental agency or private sector organization in their country as well as a Background Verification, validated by the Canadian DSA;
    - c. The Foreign recipient Contractor must ensure that personnel provide consent to share results of the Criminal Record and Background Checks with the Canadian DSA and other Canadian Government Officials, if requested; and
    - d. The Government of Canada reserves the right to deny access to CANADA PROTECTED information/assets to a foreign recipient Contractor for cause.
- c) CANADA PROTECTED information/assets provided or generated pursuant to this contract must not be further provided to a third party Foreign recipient Subcontractor unless:
- i. written assurance is obtained from the Canadian DSA to the effect that the third-party Foreign recipient Subcontractor has been approved for access to CANADA PROTECTED information/ assets by the Canadian DSA; and
  - ii. written consent is obtained from the Canadian DSA, if the third-party Foreign recipient Subcontractor is located in a third country.
- d) The Foreign recipient Contractor MUST NOT remove CANADA PROTECTED information/assets from the identified work site(s), and the foreign recipient Contractor must ensure that its personnel are made aware of and comply with this restriction.
- e) The Foreign recipient Contractor must not use the CANADA PROTECTED information/assets for any purpose other than for the performance of the contract without the prior written approval of the Government of Canada. This approval must be obtained from the Canadian DSA.

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All CANADA PROTECTED information/assets, furnished to the foreign recipient Contractor/Subcontractor or produced by the foreign recipient Contractor, must also be safeguarded as follows:

- a) The Foreign recipient Contractor must immediately report to the Canadian DSA all cases in which it is known or there is reason to suspect that CANADA PROTECTED information/assets pursuant to this contract has been compromised.
- b) The Foreign recipient Contractor must immediately report to the Canadian DSA all cases in which it is known or there is reason to suspect that CANADA PROTECTED information/assets accessed by the foreign recipient Contractor, pursuant to this contract, have been lost or disclosed to unauthorized persons.
- c) The Foreign recipient Contractor must not disclose CANADA PROTECTED information/assets to a third party government, person, firm or representative thereof, without the prior written consent of the Government of Canada. Such consent must be sought through the Canadian DSA.
- d) The Foreign recipient Contractor must provide the CANADA PROTECTED information/assets a degree of safeguarding no less stringent than that provided by the Government of Canada in accordance with the National Policies, National Security legislation and regulations and as prescribed by the Canadian DSA.

## 6. Task Authorization

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract.

### 6.1 Task Authorization Process

Task Authorization Process:

- a) The Client Administrative Contact will provide the Contractor with a description of the task using the "Task Authorization Form for non-DND clients" or "DND 626, Task Authorization Form" or "Task Authorization" form specified in Annex F.
- b) The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The TA will also include the applicable basis (bases) and methods of payment as specified in the Contract.
- c) The Contractor must provide the Client Administrative Contact, within a mutually agreed upon timeframe, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract.
- d) The Contractor must not commence work until a TA authorized by the Client Administrative Contact has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.

### 6.2 Task Authorization Limit

The Client Administrative Contact may authorize individual task authorizations up to a limit of \$65,000.00, Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the Client Administrative Contact and/or Contracting Authority before issuance.

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### 6.3 Canada's Obligation - Portion of the Work - Task Authorizations

Canada's obligation with respect to the portion of the Work under the Contract that is performed through task authorizations is limited to the total amount of the actual tasks performed by the Contractor.

### 6.4 Periodic Usage Reports - Contracts with Task Authorizations

The Contractor must compile and maintain records on its provision of services to the federal government under authorized Task Authorizations issued under the Contract.

The Contractor must provide this data in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "nil" report.

The data must be submitted on a quarterly basis to the Contracting Authority.

The quarterly periods are defined as follows:

1st quarter: April 1 to June 30;  
 2nd quarter: July 1 to September 30;  
 3rd quarter: October 1 to December 31; and  
 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 15 calendar days after the end of the reporting period.

### Reporting Requirement- Details

A detailed and current record of all authorized tasks must be kept for each contract with a task authorization process. This record must contain:

For each authorized task:

- a) the authorized task number or task revision number(s);
- b) a title or a brief description of each authorized task;
- c) the total estimated cost specified in the authorized Task Authorization (TA) of each task, exclusive of Applicable Taxes;
- d) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- e) the start and completion date for each authorized task; and
- f) the active status of each authorized task, as applicable.

For all authorized tasks:

- a) the amount (exclusive of Applicable Taxes) specified in the contract (as last amended, as applicable) as Canada's total liability to the contractor for all authorized TAs; and
- b) the total amount, exclusive of Applicable Taxes, expended to date against all authorized TAs.

## 7. Term of Contract

### a) Contract Period

The "Contract Period" is the entire period of time during which the Contractor is obligated to perform the Work, which includes:

- i. The "Initial Contract Period", which begins on the date the Contract is awarded and ends three (3) year(s) later; and
- ii. The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.



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## b) Option to Extend the Contract

- i. The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to seven (7) additional one-year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.
- ii. Canada may exercise this option at any time by sending a written notice to the Contractor at least five (5) calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

## c) Optional Goods and/or Services

- i. The Contractor grants to Canada the irrevocable option to acquire the goods, services or both described at Section 7.15 - Payment of the Contract under the same terms and conditions, and at the prices stated in Annex B – Basis of Payment – Price Schedule.
- ii. The option may only be exercised by the Contracting Authority by notice in writing and will be evidenced, for administrative purposes only, through a contract amendment.
- iii. The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

## 8. Authorities

### 8.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Michael Pignat  
 Title: Supply Specialist  
 Public Works and Government Services Canada  
 Acquisitions Branch  
 Address: 10 rue Wellington Gatineau, QC  
 Telephone: 873-354-4163  
 E-mail address: Michael.pignat@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### 8.2 Technical Authority

The Technical Authority for the Contract is:

Name: Andrew Peters  
 Title: Manager, IT Security Operations  
 Organization: Immigration, Refugees and Citizenship Canada  
 Address: 365 Laurier Ave W Ottawa, ON K1A 1L1  
 Telephone: 613-437-6334  
 E-mail address: Andrew.Peters@cic.gc.ca

The Technical Authority named above is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority, however the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

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### 8.3 Client Administrative Contact

The Client Administrative Contact is:

Name: Joanne Dubeau  
 Title: Senior Procurement Officer  
 Organization: Immigration, Refugees and Citizenship Canada  
 Address: 70 rue Crémazie Gatineau, QC K1A 1L1  
 Telephone: 873-408-0518  
 E-mail address: Joanne.Dubeau@cic.gc.ca

The Client Administrative Contact must receive the original Invoice. All inquiries for request for payment must be made to the Client Administrative Contact.

### 8.4 Contractor's Representative

The Contractor's Representative for the Contract is: *(will be completed upon Contract Award)*

Name: Dina Kamal  
 Title: Partner  
 Organization: Deloitte LLP  
 Address: 8 Adelaide St. West East Tower, Suite 200  
 Toronto, ON  
 M5H 0A9  
 Telephone:  
 E-mail address: [deloitte.ca](mailto:deloitte.ca)

## 9. Payment

### 9.1 Basis of Payment

Payment for all of the Work will be made in Canadian currency.

All Goods, when applicable, must be FOB destination, all customs duties included.

#### a) Wave 1 Implementation

Canada will pay the Contractor a Wave 1 EFM Implementation Firm Lot Price detailed in Annex B - Basis of Payment - Price Schedule, customs duties included and Applicable Taxes extra for the entirety of the Work in the Statement of Work in Annex "A" relating to the entirety of the Wave 1 EFM Implementation Work, including, but not limited to, the completion of all related activities, services, plans, and execution satisfactorily completed by the Contractor. The Wave 1 Implementation Firm Lot Price is divided into milestones as set out in Annex B - Basis of Payment - Price Schedule. Each Wave 1 Implementation milestone amount is payable only after successful completion and acceptance by Canada of the respective milestone to which the milestone amount applies. The firm price includes the warranty during the Wave 1 Implementation Warranty Period.

#### b) EFM Solution Licensed Software

For the license(s) to use the Licensed Software (including Warranty and Software Documentation) in accordance with the Contract, Canada will pay the Contractor the firm price(s) set out in Annex B - Basis of Payment, DDP (Delivery Duty Paid), including all customs duties, GST/HST extra.

#### c) Maintenance and Support for the Licensed Software

For the Software Maintenance and Support, as detailed in this Contract, Canada will pay the Contractor the firm annual price(s) set out in Annex B - Basis of Payment, payable in advance, FOB origin, including all customs duties, Applicable Taxes extra.

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#### d) Optional goods - Additional Software Licenses

For additional licenses to use the Licensed Software and the Maintenance and Support, if Canada exercises its option, Canada will pay the Contractor the firm price(s) set out in section 3.1 of Annex B – Basis of Payment, FOB destination, including all customs duties. Applicable Taxes are extra and payable by the Client. For greater certainty, the term of such license will be for one year and shall be co-terminated at the first renewal period as further described in subsection.

***For Software Maintenance and Support on additional Software Licenses:** In order to provide for a common termination date for the Software Maintenance and Support Services, Canada will pay an amount based on the firm annual price divided by 365 days and then multiplied by the number of days to the common Maintenance termination date. In any subsequent year in which Canada exercises its option to obtain Maintenance, the full amount will apply on the existing Licensed Software.*

#### e) Optional Professional Services

Task Authorizations (TA) authorize Work that is not otherwise covered by another section of the SOW, and for additional Work that may be added by Canada to Annex A. The Work described in the TA must be in accordance with the scope of the Contract and can be requested at any time by Canada during the entire Term of the Contract. Canada will pay the Contractor in arrears and no more than once a month, up to the Ceiling Price for an authorized Task Authorization, for actual time worked and any resulting deliverables in accordance with the all-inclusive fixed daily rates for Professional Services, in accordance with the prices included in Annex B- Basis of Payment, as and when requested by Canada during the Term of the Contract, Customs duties are included and Applicable Taxes are extra. For professional services, Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.

#### f) Professional Services Rates

In Canada's experience, Bidders from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor refuses, or is unable, to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Policy (or equivalent) then in effect, which may include prohibiting the Contractor from bidding on future requirements that include any professional services, or rejecting the Contractor's other bids for professional services requirements on the basis that the Contractor's performance on this or other contracts is sufficiently poor to jeopardize the successful completion of other requirements.

#### g) Software Maintenance and Support Services Pricing Stability

The Contractor acknowledges that it is important to Canada to be able to continue to access Software Maintenance and Support Services for the Licensed Software after the Term of Contract. The Contractor accordingly offers to continue to provide Software Maintenance and Support Services at reasonable annual rates and on all of the other terms and conditions set out in this Contract, subject to execution by the parties of a formal contract(s) therefor. For each of the 2 years that follow the Term of Contract, the Contractor hereby offers annual rates that are the lesser of:

- i. the Contractor's then current published rates; and
- ii. the previously contracted rates adjusted by the percentage difference in the Consumer Price Index (CPI) as determined by Statistics Canada, for the 12 month period immediately preceding the date on which the price change is to be effective; and
- iii. 2% more than the annual rates provided to Canada in the preceding year under this Contract or under any extension entered into pursuant to this Article;

and the Contractor's obligations under this Article shall survive termination or expiry of this Contract.

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## h) **Competitive Award**

The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.

## 9.2 **Method of Payment – Multiple Payments**

H1001C (2008-05-12), Multiple Payments

### a) **Method of Payment – Wave 1 Implementation**

Canada will make milestone payments in accordance with the milestones detailed in Annex B - Basis of Payment and the payment provisions of the Contract if:

- i. an accurate and complete claim for payment using form PWGSC-TPSGC 1111, Claim for Progress Payment, and any other document requested by the Contracting Authority have been submitted in accordance with the invoicing instructions provided in the Contract;
- ii. all the certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives;
- iii. all work associated with the milestone and as applicable any deliverable required have been completed and accepted by Canada.

### b) **Method of Payment - Advance Payment for EFM Solution Software Licenses during the Initial and Optional Contract Periods**

- i. Canada will make the annual advance payment to the Contractor for the EFM Solution Software Licenses within 30 days after receiving a complete invoice (and any required substantiating documentation).
- ii. If Canada disputes an invoice for any reason, Canada will pay the Contractor the undisputed portion of the invoice, as long as the undisputed items are separate line items on the invoice and are owing. In the case of disputed invoices, the invoice will only be considered to have been received for the purposes of the section of the General Conditions entitled "Interest on Overdue Accounts" once the dispute is resolved.
- iii. The Contractor acknowledges that this is an advance payment and that, despite anything to the contrary in the Contract, Canada will perform acceptance procedures for the goods and/or services only after the services have been performed or goods have been provided, regardless of whether the payment has already been made. The Contractor agrees that any advance payments authorized and paid under the terms of the Contract are not considered acceptance of the goods and/or services for which the payment is made. Also, payment in advance does not prevent Canada from exercising any or all potential remedies in relation to this payment or any of the Work, if the Work performed later proves to be unacceptable.

### c) **Method of Payment - Advance Payment for Software Maintenance and Support for the Licensed Software during the Initial and Optional Contract Periods**

- i. Canada will make the annual advance payment to the Contractor for the software within 30 days after receiving a complete invoice (and any required substantiating documentation).
- ii. If Canada disputes an invoice for any reason, Canada will pay the Contractor the undisputed portion of the invoice, as long as the undisputed items are separate line items on the invoice and are owing. In the case of disputed invoices, the invoice will only be considered to have been received for the purposes of the section of the General Conditions entitled "Interest on Overdue Accounts" once the dispute is resolved.

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- iii. The Contractor acknowledges that this is an advance payment and that, despite anything to the contrary in the Contract, Canada will perform acceptance procedures for the goods and/or services only after the services have been performed or goods have been provided, regardless of whether the payment has already been made. The Contractor agrees that any advance payments authorized and paid under the terms of the Contract are not considered acceptance of the goods and/or services for which the payment is made. Also, payment in advance does not prevent Canada from exercising any or all potential remedies in relation to this payment or any of the Work, if the Work performed later proves to be unacceptable.

#### **d) Method of Payment for Task Authorizations with a Ceiling Price**

For any TA using Professional Services categories issued under this Contract, Canada will pay the Contractor in accordance with the following method of payment.

For any authorized Task Authorization issued under the Contract that contains a Ceiling price:

- i. Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
- ii. Canada will pay the Contractor within 30 days of receiving a complete invoice (and any required substantiating documentation). If Canada disputes an invoice for any reason, Canada will pay the Contractor the undisputed portion of the invoice, as long as the undisputed items are separate line items on the invoice and are owing. In the case of disputed invoices, the invoice will only be considered to have been received for the purposes of the section of the General Conditions entitled "Interest on Overdue Accounts" once the dispute is resolved.
- iii. Once Canada has paid the Ceiling price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.

#### **9.3 Limitation of Expenditure**

- a) Canada's total liability to the Contractor under the Contract must not exceed the amount set out on page 1 of the Contract, less any Applicable Taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are included and Applicable Taxes are included. Any commitments to purchase specific amounts or values of goods or services are described elsewhere in the Contract.
- b) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority. The Contractor must not perform any work or provide any goods and/or service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority.
- c) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - i. when it is 75 percent committed, or
  - ii. 4 months before the Contract expiry date, or
  - iii. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,
 whichever comes first.

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- d) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.

#### 9.4 Electronic Payment of Invoices – Contract

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- a) Visa Acquisition Card;
- b) MasterCard Acquisition Card;
- c) Direct Deposit (Domestic and International);
- d) Electronic Data Interchange (EDI);
- e) Wire Transfer (International Only);
- f) Large Value Transfer System (LVTS) (Over \$25M)

#### 9.5 Discretionary Audit

C0100C (2010-01-11) Discretionary Audit - Commercial Goods and/or Services

#### 9.6 Time Verification

C0711C (2008-05-12) Time Verification

### 10. Invoicing Instructions

- a) The Contractor must submit invoices in accordance with the information required in the General Conditions. The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision. By submitting invoices (other than for any items subject to an advance payment), the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- b) The Contractor must provide all original invoices to the Client Administrative Contact and all copies to the Contracting Authority.

### 11. Certifications and Additional Information

#### 11.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

#### 11.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

#### 11.3 SACC Manual Clauses

A3015C (2014-06-26) Certifications - Contract

### 12. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

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### 13. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- a) the Articles of Agreement;
- b) the supplemental general conditions:  
     4003 (2010-08-16) Licensed Software  
     4004 (2013-04-25) Maintenance and Support Services for Licensed Software;
- c) the general conditions 2030 (2018-06-21), General Conditions - Higher Complexity - Goods;
- d) Annex A, Statement of Work;
- e) Annex B, Basis of Payment;
- f) Annex C, Security Requirements Check List;
- g) the signed Task Authorizations (including all of its annexes, if any);
- h) the Contractor's bid dated June 25<sup>th</sup>, 2020

### 14. Insurance

SACC *Manual* clause G1005C (2016-01-28) Insurance - No Specific Requirement is hereby included as part of the Terms of the Contract.

### 15. Safeguarding Electronic Media

- a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

### 16. Termination for Convenience for Software Maintenance and Support Services

Notwithstanding the Termination for Convenience provisions contained at Section 32 of 2030 - General Conditions - Higher Complexity - Goods, the parties agree that in the event of termination of services for the convenience of Canada for which an advance payment has been made, charges up to the date of termination will be calculated on a prorata basis of a twelve month year and a thirty day month. The Contractor shall immediately refund to Canada the unliquidated portion of the advance payment and pay to Canada interest thereon, from the date of the advance payment to the date of the refund, at the discount rate of interest per annum set by the Bank of Canada and prevailing on the date of the advance payment, plus 1 ¼ percent per annum.

### 17. Limitation of Liability

1. This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this section, even if it has been made aware of the potential for those damages.

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## 2. First Party Liability:

- i. The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
  - a. any infringement of intellectual property rights to the extent the Contractor breaches the section of the general conditions entitled "Intellectual Property Infringement and Royalties";
  - b. physical injury, including death.
- ii. The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
- iii. Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
- iv. The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (a) above.
- v. The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
  - a. any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including Applicable Taxes) for the goods and services affected by the breach of warranty; and
  - b. any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (ii) of the greater of 0.25 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the block titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1M.

In any case, the total liability of the Contractor under paragraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1M, whichever is more.

- vi. If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.



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### 3. Third Party Claims:

- i. Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
- ii. If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite paragraph (a), with respect to special, indirect, and consequential damages of third parties covered by this section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- iii. The Parties are only liable to one another for damages to third parties to the extent described in this paragraph 3.

### 18. Finalization of Wave 1 Implementation Plan

Canada will provide comments it has regarding the proposed Implementation Plan (workplan) submitted by the Contractor as part of its bid. The Contractor must update the Implementation Plan as requested by Canada within ten working days from receiving comments from the Project authority to reflect Canada's comments and resubmit it to Canada for approval. This deliverable should present and detail the steps required to move from functional specifications, through operational go-live of the Software Solution in the Client's production environment, up to and including the first quarter in which the EFM Software Solution is available for operational use.

### 19. Access to Canada's Property and Facilities

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Project authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

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## **ANNEX A**

### **STATEMENT OF WORK**

#### **Enterprise Fraud Management (EFM) Solution Statement of Work**

##### **1.0 Interpretation**

Capitalized terms used herein will have the meaning set forth in Appendix 1 to Annex A – Definitions & Acronyms. Any term, whether capitalized or not, used in this Statement of Work that is not defined in the list of definitions will have the generally accepted industry, technical or trade meaning given to such term (if any), including any applicable meaning attributed to such term in connection with its use in the current release of Information Technology Infrastructure Library (ITIL) (i.e., V3, or later) (including incident management, problem management, release management, etc.). Similarly, unless otherwise specified, references to change management in this Statement of Work will have the meaning attributed to such term in connection with its use in the ITIL.

##### **1.1 Attachments**

The following Attachments are enclosed as part of this Statement of Work:

Appendix 1 to Annex A – Definitions and Acronyms  
Appendix 2 to Annex A – IRCC Transactional Activity – Volumes  
Appendix 3 to Annex A – Indicative Business Rules  
Appendix 4 to Annex A – Resource Categories  
Appendix 5 to Annex A – IRCC High Level IT Infrastructure  
Attachment 1 – EFM Solution - Security Controls List  
Attachment 2 – Indicative Business Rules

##### **1.2 References to this Statement of Work to include Appendices**

Unless the context requires otherwise, references in this Statement of Work to “this Statement of Work”, “herein”, “hereof”, “hereunder” and “hereto” will include this Statement of Work, and the Attachments to this Statement of Work, collectively.

##### **2.0 Scope of Work**

Immigration, Refugees and Citizenship Canada (IRCC) is seeking to acquire an Enterprise Fraud Management (EFM) Solution to enhance the Department's capabilities to monitor the actions of End-Users of IRCC IT applications in order to detect potentially inappropriate access to, or misuse of, personal information by those users. The solution will also alert Authorized-Users of the EFM Solution when such cases are detected so that they can be reviewed and investigated as required. The period of any resulting contract will be for three (3) years with IRCC retaining the irrevocable option to extend the contract for up to seven (7) additional one (1) year periods.

The solution will be installed within the Government of Canada (GC) shared physical network owned by Shared Services Canada (SSC). As such, the vendor must be prepared to work with both SSC and IRCC personnel to install, configure, and make the solution ready for use upon contract award. As well, both SSC and IRCC will be responsible for the solution throughout the entire period of contract including any extensions.

In order to perform its functions (e.g. monitoring, capturing, alerting, importing, and reporting), the solution must not require the modification, re-factoring or re-coding of any IT applications being monitored. Moreover, the solution must not require an agent to be installed on user end-points to gather End-User transactional activity. As such, managed network TAPs (Terminal Access Points) (physical and virtual) will be leveraged to gather End-User transactional activity (session data).

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The solution availability is defined as meeting the following requirements:

- a) Solution hours: 24x7 and 365 days per year basis; and
- b) Service Level: 99.5% solution wide availability excluding Client scheduled downtimes and unscheduled service interruptions.

## **2.1 Objectives**

IRCC's objectives in implementing the EFM Solution are to:

- a) Enhance IRCC's capabilities to monitor, detect, and manage potential cases of malfeasance and misuse of information by End-Users of IRCC IT applications (referred henceforth in this document as "End-Users") and alert authorized solution users (referred henceforth in this document as "Authorized-Users") of the same.
- b) Meet IRCC's EFM Solution requirements as listed in Section 3 – EFM Solution Requirements; and,
- c) Provide a defensible audit trail of targeted End-Users' activities based on business rules and policies as defined by IRCC.

## **2.2 Guiding Principles**

IRCC's guiding principles in implementing the EFM Solution are as follows:

- a) Leverage pre-built capabilities available in the Contractor's Core Product to meet IRCC's objectives and avoid customizations wherever possible;
- b) Use industry best practices in defining policies and business rules including those for monitoring, detecting, querying, reporting and alerting; and,
- c) Wherever possible, automate and optimize performance of the operations of the EFM Solution, the key interfaces with IRCC's applications, and security systems or tools.

The Contractor must include the above guiding principles into all designs and other work products wherever possible. Deviations from the guiding principles must be identified and approved in advance by the Technical Authority.

## **3.0 EFM Solution Requirements**

The technical requirements for the Enterprise Fraud Management Solution are laid out in the subsections below. The Contractor must clearly demonstrate that the EFM Solution will satisfy all mandatory requirements listed in the subsections below.

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### 3.1 Monitor, Detect and Alert

|        | <b>EFM Solution Requirements</b>   |
|--------|--|
| 3.1.1  | The EFM solution must continually collect and monitor transactional activity of End-Users (on a 24/7 basis) performed through targeted IT applications.  |
| 3.1.2  | The EFM solution must have support options that include access to, on a 24 hour a day, 365 days per year basis: <ol style="list-style-type: none"> <li>1. On-line self-service;</li> <li>2. Phone and web based technical support;</li> <li>3. Patches and updates; and</li> <li>4. The ability to open an unlimited number of support cases.</li> </ol> |
| 3.1.3  | The EFM solution must alert Authorized-Users when pre-defined business rules are triggered.  |
| 3.1.4  | The EFM solution must allow Authorized-Users to configure entities, attributes, and values depending on the monitored IT applications.   |
| 3.1.5  | The EFM solution must be able to reconcile time zones when capturing and importing End-User actions, as well as when applying detection models (e.g. user action world-wide recorded in UTC).  |
| 3.1.6  | The EFM solution must be capable of determining for each End-User action captured, at least the following information: <ol style="list-style-type: none"> <li>1. The End-User who initiated the action;</li> <li>2. The date and time;</li> <li>3. The information viewed or edited; and,</li> <li>4. Client IT application(s) used.</li> </ol>          |
| 3.1.7  | The EFM solution must alert Authorized-Users when there is any interruption in the collection of data.   |
| 3.1.8  | The EFM solution must not require re-factoring or re-coding of client IT applications to perform any of its functions (e.g. monitoring, capturing, importing, and reporting).  |
|        | <b>EFM Solution Preferences</b>  |
| 3.1.9  | The EFM solution must alert Authorized-Users when the solution fails to see data to capture or fails to capture any data from End-User actions performed on the targeted client IT applications within a pre-defined timeframe (within 10 minutes).  |
| 3.1.10 | The EFM solution should have the ability to integrate with other security data analysis and reporting tools (i.e. SIEM, DAM/DAP, DLP). The Bidder should identify all other security data analysis and reporting tools that the proposed solution integrates with and provide a description of the level of integration possible.                        |
| 3.1.11 | The EFM solution must be configurable to allow Authorized-Users to selectively turn on/off alerts.   |
| 3.1.12 | The EFM solution must allow Authorized-Users to suppress alerts manually for the repeat occurrence of a potential incident.  |
| 3.1.13 | The EFM solution must be capable of distinguishing duplicate copies of user actions within the same transmission captured from multiple points (i.e. handling duplicates and managing it as only one copy).  |
| 3.1.14 | The EFM solution must allow Authorized-Users to receive alerts using communication channels inside/outside of the solution (e.g. email, text, etc.).   |
| 3.1.15 | The EFM solution must allow Authorized-Users to customize the content of the notification message.   |

### 3.2 Business Rules

|       | <b>EFM Solution Requirements</b>  |
|-------|---|
| 3.2.1 | The EFM solution must allow Authorized-Users to configure and deploy business rules, and select and control (i.e. on, off) which client IT applications are to be targeted to have their End-User actions captured by the solution. |
| 3.2.2 | The EFM solution must have the ability to monitor a single End-User or a group of End-Users based on pre-defined business rules.  |

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|---------------------------------|--|
| 3.2.3                           | <p>The EFM solution must allow Authorized-Users, when defining an alert, to include the following in the alert, at a minimum:</p> <ol style="list-style-type: none"> <li>1. Identification#;</li> <li>2. Importance (critical, high, low); and</li> <li>3. Course of action to be executed (i.e. case type to be created, workflow).</li> </ol>  |
| 3.2.4                           | <p>The EFM solution must have the capability to produce different types of configurable outcomes when the detection model generates an alert, including and not limited to:</p> <ol style="list-style-type: none"> <li>1. Trigger another detection model or rule;</li> <li>2. Create a specific case type;</li> <li>3. Flag and store in an accessible list; and</li> <li>4. Attach to an associated active case.</li> </ol>  |
| 3.2.5                           | <p>The EFM solution must provide out-of-the-box detection model templates that can be modified by an Authorized-User.</p>  |
| <b>EFM Solution Preferences</b> |  |
| 3.2.6                           | <p>The EFM solution must provide the functionality to activate different detection models at various frequencies (i.e. detection models can be activated on an ad-hoc basis or scheduled to run daily, weekly, monthly, quarterly, event driven or other as appropriate).</p>  |
| 3.2.7                           | <p>The EFM solution must allow Authorized-Users to create, modify, and delete the following types of business rules at a minimum:</p> <ol style="list-style-type: none"> <li>1. Pre-defined business rules – where an Authorized-User can only run the rule;</li> <li>2. Parameterized business rules – where an Authorized-User of the rule shall be able to select a specific attribute which is a variable parameter within the built rule before executing the rule;</li> <li>3. Ad-hoc business rules – build from scratch; and</li> <li>4. Custom business rules – by modifying one of the above.</li> </ol> |
| 3.2.8                           | <p>The EFM solution, when applying detection models, must be capable of applying simple and complex rules as well as multi-step logical scenarios (e.g. if a, and then b or c, is true, then do X). These rules can range from single triggers with only one condition to multi-faceted time sensitive triggers with many conditions or interdependencies.</p>   |
| 3.2.9                           | <p>The EFM solution must provide an indicator to help Authorized-Users determine the impact to the solution's performance when applying detection models (e.g. meter, elapsed time).</p>   |
| 3.2.10                          | <p>If an End-Point agent is installed, the EFM solution must be able to capture session recordings of End-User activities.</p>   |
| 3.2.11                          | <p>The EFM solution must offer automated replay functionality allowing Authorized-Users to see the actions as performed by the End-User.</p>   |

### 3.3 Workflow

|       |  |
|-------|--|
|       | <b>EFM Solution Requirements</b>   |
| 3.3.1 | <p>The EFM solution must provide both automated and manual workflow functionality including:</p> <ol style="list-style-type: none"> <li>1. An Authorized-User can create a workflow manually.</li> </ol> |
| 3.3.2 | <p>The EFM solution must allow Authorized-Users to create and store workflow types (i.e. templates) that can be used by other Authorized-Users.</p>  |
| 3.3.3 | <p>The EFM solution must allow Authorized-Users to apply and manage contextual information (attributes) to any workflows listed in the repository.</p>   |
| 3.3.4 | <p>The EFM solution must allow Authorized-Users to select, modify, and attach a workflow template to alerts and outcomes generated from the triggered detection models.</p>                              |

### 3.4 Network TAPS

|       |  |
|-------|--|
|       | <b>EFM Solution Requirements</b>   |
| 3.4.1 | <p>The EFM solution must be able to capture transactional activity from the network TAPS (Terminal Access Point) between the End-User point and the client IT application, without the need to have anything installed on end-point devices.</p> |

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### 3.5 Physical Network Taps

|       | <b>EFM Solution Requirements</b>   |
|-------|--|
| 3.5.1 | The EFM solution must support Internet Protocol version 4 and 6 (IPv4 and IPv6).                             |
| 3.5.2 | The EFM solution must support IPv4 and IPv6 subnets with variable-length subnet masks (VLSM).                |
| 3.5.3 | The proposed EFM solution must be compatible with both SFP+ Direct Attach (Twinax), and regular 10Gbps SFP+. |

### 3.6 Administration

|       | <b>EFM Solution Requirements</b>  |
|-------|---|
| 3.6.1 | The EFM solution must provide the following minimum user-management controls: <ol style="list-style-type: none"> <li>1. Allow the definition of various user roles and profiles where each role has unique, customizable access with a minimum of ten (10) roles for Authorized-Users of the solution (excludes IT access requirements);</li> <li>2. Allow the delegation of access; and</li> <li>3. Provide user groups for defining common permissions and access control.</li> </ol> |

### 3.7 Machine Learning

|       | <b>EFM Solution Requirements</b>   |
|-------|--|
| 3.7.1 | The EFM solution must be capable of detecting anomalies based on End-User profiles and the previously captured End-User actions (e.g. detect anomalies of usage when assessing a group of users within the same workgroup).                        |
|       | <b>EFM Solution Preferences</b>  |
| 3.7.2 | The EFM solution must have the capability to identify potentially new models or new patterns of behaviour (e.g. previous fraud activity discovered seems to always include a specific activity).   |
| 3.7.3 | The EFM solution must have machine learning capabilities to learn based on the results generated and past actions taken and refine its ability to detect and flag cases based on patterns of user behavior, independent of defined business rules. |
| 3.7.4 | The EFM solution must have the capability to detect potential collusion across multiple End-Users of monitored IT applications.  |

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### 3.8 Reporting

| <b>EFM Solution Requirements</b> |   |
|----------------------------------|---|
| 3.8.1                            | The EFM solution must be able to apply normalization rules to the data when applying detection models. For example: "ST.; Rue; Str." must be all evaluated as equivalent to "Street".   |
| 3.8.2                            | The EFM solution must provide dashboard, query, and report functionality.   |
| 3.8.3                            | The EFM solution must allow Authorized-Users to query on any or a combination of entities, attributes, and values for any or all data that is captured, imported and appended.  |
| 3.8.4                            | The EFM solution must allow Authorized-Users to generate, save the results, and execute stored queries and reports repeatedly.  |
| 3.8.5                            | The EFM solution must time stamp and preserve all stored queries and reports.   |
| 3.8.6                            | The EFM solution must allow Authorized-Users to export query and report results.  |
| 3.8.7                            | The EFM solution must allow individual users to view multiple reports, queries and dashboards simultaneously.   |
| 3.8.8                            | The EFM solution must allow Authorized-Users, regardless of their desktop language settings, to create, generate, view and export reports in English.   |
| 3.8.9                            | <p>The EFM solution must allow Authorized-Users to create, modify, and delete the following types of queries at a minimum:</p> <ol style="list-style-type: none"> <li>1. Pre-defined queries – where an authorized-user can only run the query;</li> <li>2. Parameterized queries – where an authorized-user of the query shall be able to select parameters within the built query before executing the query;</li> <li>3. Ad-hoc queries – build from scratch; and</li> <li>4. Custom queries – by modifying one of the above.</li> </ol> |
| 3.8.10                           | <p>The EFM solution must allow Authorized-Users to produce the following types of reports at a minimum:</p> <ol style="list-style-type: none"> <li>1. Pre-defined reports – contents are pre-defined;</li> <li>2. Parameterized reports – pre-packaged report of the results generated within the parameters set;</li> <li>3. Ad-hoc reports – build a report from scratch; and</li> <li>4. Custom reports – by modifying one of the above.</li> </ol>  |
| 3.8.11                           | <p>The EFM solution must allow Authorized-Users, when using a parameterized query, to:</p> <ol style="list-style-type: none"> <li>1. Add a list of values within a specific parameter (e.g. list of account numbers or names) for the query to be performed on; and</li> <li>2. Specify full or partial parameters to execute a query (e.g. use wildcards).</li> </ol>  |
| 3.8.12                           | The EFM solution must be able to keep a record of all captured End-User actions supporting potential cases of information malfeasance and misuse over a user configurable time period of at least 6 years.  |
| 3.8.13                           | The EFM solution must have the functionality to export all case information created in the solution.  |
| 3.8.14                           | The EFM solution must have the functionality to maintain the chain of custody as per the existing regulations including Rules of Evidence and the <i>Canada Evidence Act</i> ( <a href="https://irb-cisr.gc.ca/en/legal-policy/legal-concepts/Pages/EvidPreuApp.aspx">https://irb-cisr.gc.ca/en/legal-policy/legal-concepts/Pages/EvidPreuApp.aspx</a> ).   |
| <b>EFM Solution Preferences</b>  |   |
| 3.8.15                           | The EFM solution must allow Authorized-Users, regardless of their desktop language settings, to create, generate, view and export reports in French.  |
| 3.8.16                           | <p>The EFM solution must allow Authorized-Users to display the information in the following formats:</p> <ol style="list-style-type: none"> <li>1. Tabular;</li> <li>2. Graphical (e.g. bar; pie; 3D);</li> <li>3. Textual; and</li> <li>4. Advanced graph types (e.g. overlays, bubble charts).</li> </ol>   |

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| 3.8.17 | The EFM solution must allow Authorized-Users to customize reports: <ol style="list-style-type: none"> <li>1. Page numbering;</li> <li>2. Sorting and grouping;</li> <li>3. Data arrangement (e.g. change physical location of data within the report);</li> <li>4. Orientation (e.g. portrait v. landscape); or</li> <li>5. Style, colour, font, size, italics, bolding, and underlining.</li> </ol> |
| 3.8.18 | The EFM solution must allow Authorized-Users to create queries and reports using the following: <ol style="list-style-type: none"> <li>1. "Drag and drop";</li> <li>2. "Click and choose";</li> <li>3. Manual entry; and</li> <li>4. Native query type language such as SQL.</li> </ol>  |
| 3.8.19 | The EFM solution must provide context querying that enables users to "drill-through" to details.   |
| 3.8.20 | The EFM solution must allow Authorized-Users to generate, view and export reports in English or French.  |
| 3.8.21 | The EFM solution must allow multiple users to view the same report at the same time.   |
| 3.8.22 | The EFM solution must allow multiple users to execute the same query simultaneously.   |
| 3.8.23 | The EFM solution must allow Authorized-Users to select output report formats including but not limited to: <ol style="list-style-type: none"> <li>1. CSV;</li> <li>2. Tab delimited text files; and</li> <li>3. ODF.</li> </ol>  |

### 3.9 Search

|       |   |
|-------|---|
|       | <b>EFM Solution Requirements</b>  |
| 3.9.1 | The EFM solution must support search and retrieval capabilities of data it has archived.  |
|       | <b>EFM Solution Preferences</b>   |
| 3.9.2 | The EFM solution must allow a fuzzy search on data collected.   |
| 3.9.3 | The EFM solution must provide ranking of search results when searching on any or a combination of entities, attributes, and values within the solution data repository. |
| 3.9.4 | The EFM solution must provide case-insensitive (i.e. does not distinguish between upper and lower case data) search capabilities.                                       |

### 3.10 General Requirements

|        |  |
|--------|--|
|        | <b>EFM Solution Requirements</b>   |
| 3.10.1 | The EFM solution must have user-focused online help for all user functions.  |
| 3.10.2 | The EFM solution must be a commercially available end-to-end solution allowing authorized-users to seamlessly activate multiple modules while maintaining common look and feel throughout a session. |
| 3.10.3 | The Contractor must provide all proposed EFM solution documentation, including user manuals and administration manuals in English.   |

### 3.11 Scalability and Load Balancing

|        |   |
|--------|---|
|        | <b>EFM Solution Requirements</b>  |
| 3.11.1 | The EFM solution must accommodate a monitoring volume of transactions as identified in Annex B – IRCC Transactional Activity - Volumes in the SOW document.   |
| 3.11.2 | The EFM solution must be scalable by leveraging Client-approved infrastructure to meet increase in service demand.<br><br>Refer to Attachment 1 – EFM Solution – IRCC High Level IT Infrastructure document for additional details. |



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### 3.12 On-premise Hosting

|        | <b>EFM Solution Requirements</b>   |
|--------|--|
| 3.12.1 | The EFM solution must support running in the following virtualized environments: <ol style="list-style-type: none"> <li>1. Microsoft Hyper-V; and</li> <li>2. VMWare vSphere;</li> </ol> |
| 3.12.2 | The EFM solution must be capable of being entirely contained within the client IT network and not depend on or require data external to the client IT network.                           |
|        | <b>EFM Solution Preferences</b>  |
| 3.12.3 | The proposed EFM solution must never communicate outside of the client IT network for any reason unless specifically authorized by the client technical authority).                      |

### 3.13 Security

|         | <b>EFM Solution Requirements</b>   |
|---------|--|
| 3.13.1  | The EFM solution must be able to work with full functionality within an environment that uses encrypted transmissions.   |
| 3.13.2  | The EFM solution must offer the capability to encrypt communications with other systems using Communications Security Establishment (CSE) approved algorithms.   |
| 3.13.3  | The EFM solution must support CSE approved secure transmission protocols including but not limited to SSL, TLS, HTTPS (i.e. SSL over HTTP).  |
| 3.13.4  | The EFM solution must comply with Information Technology Security Guidance-22 (ITSG-22) that applies to Protected B information. "Baseline Security Requirements for Network Security Zones in the Government of Canada".<br><a href="http://www.cse-cst.gc.ca/documents/publications/itsg-csti/itsg22-eng.pdf">http://www.cse-cst.gc.ca/documents/publications/itsg-csti/itsg22-eng.pdf</a> |
| 3.13.5  | The EFM solution must support, at a minimum, API level authentication for integration with other client IT systems.  |
| 3.13.6  | The EFM solution must be able to monitor transactions that are using 2-factor authentication.  |
|         | <b>EFM Solution Preferences</b>  |
| 3.13.7  | The EFM solution must separate, logically or physically, user interface from system management interface.  |
| 3.13.8  | The EFM solution must automatically terminate temporary and emergency accounts after a period set for the account by the Authorized-User.  |
| 3.13.9  | The EFM solution must automatically disable inactive accounts after a period set by the Authorized-User.   |
| 3.13.10 | The EFM solution must enforce a limit of consecutive invalid access attempts.  |
| 3.13.11 | The EFM solution must display an approved system use notification message or banner, defined by the client, before granting access.  |
| 3.13.12 | The EFM solution must initiate a session lock after a set period of inactivity not exceeding 30 minutes.   |
| 3.13.13 | The EFM solution must force the users to re-authenticate after a set inactivity period.  |
| 3.13.14 | The EFM solution must terminate the client network connection at end of session or after a period of inactivity not exceeding 60 minutes.  |
| 3.13.15 | The EFM solution must enforce segregation of duties and authorization through authenticated user accounts.   |
| 3.13.16 | The EFM solution must allow a configurable number of access privileges for each role.  |

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### 3.14 Logging

|        |   |
|--------|---|
|        | <b>EFM Solution Requirements</b>  |
| 3.14.1 | <p>The EFM solution must provide a logging functionality to track actions including create, modify, disable, query and report on any entity or record and capture at a minimum the following actions:</p> <ol style="list-style-type: none"> <li>1. Date and Time of the action (including time zones);</li> <li>2. Action by; and</li> <li>3. Action taken.</li> </ol> |
|        | <b>EFM Solution Preferences</b>   |
| 3.14.2 | The EFM solution must uniquely identify and authenticate users or processes acting on behalf of users.  |
| 3.14.3 | The logs captured for all activities performed by Authorized-Users of the EFM solution must be read-only.   |

### 3.15 Technical

|         |   |
|---------|---|
|         | <b>EFM Solution Requirements</b>  |
| 3.15.1  | <p>The EFM solution must support, at a minimum, a web interface on one of the following:</p> <ol style="list-style-type: none"> <li>1. Internet Explorer 11 or higher;</li> <li>2. Google Chrome 72 or higher;</li> <li>3. Firefox 70 or higher.</li> </ol>   |
| 3.15.2  | The EFM solution must perform all user authentications using Client LDAP Directory.   |
| 3.15.3  | The EFM solution must allow only Authorized-Users with specific permissions to delete any data.   |
| 3.15.4  | <p>The EFM solution must include test environment to allow Authorized-Users to:</p> <ol style="list-style-type: none"> <li>1. Apply detection models in a variety of operating modes;</li> <li>2. Run in a simulation mode (e.g. against data already collected generating simulated alerts without generating live detection alerts); and</li> <li>3. Test patches and updates in a non-production environment.</li> </ol> |
| 3.15.5  | The EFM solution must be able to integrate with industry COTS Security Information and Event Management [SIEM] systems.   |
|         | <b>EFM Solution Preferences</b>   |
| 3.15.6  | The EFM solution must provide its functionality through a GUI web browser.  |
| 3.15.7  | The EFM solution must allow Authorized-Users, regardless of their desktop language settings, to operate web interface in either official language of Canada.  |
| 3.15.8  | The EFM solution must allow cancelled actions, finished processes and sessions to terminate in a clean manner leaving no inconsistent, damaged or temporary files.  |
| 3.15.9  | The EFM solution must provide the ability to adjust data retention settings.  |
| 3.15.10 | The EFM solution must have the ability to auto-purge data based on pre-defined data retention settings and upon Authorized-User confirmation.   |
| 3.15.11 | The EFM solution must allow Authorized-Users to mark data as "do not delete".   |

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### 3.16 Case Management

|         | <b>EFM Solution Preferences</b>   |
|---------|---|
| 3.16.1  | The EFM solution should allow the ability to create, modify and store a case for an incident and attach all relevant data associated with the incident.   |
| 3.16.2  | The EFM solution should have the capability to export all data, information, captured information, and reports to other case management systems for the purpose of data migration.  |
| 3.16.3  | The EFM solution should have the capability to attach a potential case occurrence to an associated active case when a business rule(s) generates an alert.  |
| 3.16.4  | The EFM solution should allow Authorized-Users to export data to the following file formats: <ol style="list-style-type: none"> <li>1. Office Open XML;</li> <li>2. XML; and</li> <li>3. Tab delimited text files.</li> </ol>   |
| 3.16.5  | The EFM solution should allow Authorized-Users to import/export audio, video and at least one pictorial format (e.g. jpg, gif, png).  |
| 3.16.6  | The EFM solution should have the capability to allow Authorized-Users to manually assign and change risk level of potential cases.  |
| 3.16.7  | The EFM solution should have the capability for Authorized-Users to configure risk levels for a case (e.g. by volume, business rule, users, time).  |
| 3.16.8  | The EFM solution should provide both automated and manual case management functionality including: <ol style="list-style-type: none"> <li>1. An Authorized-User can create a case manually; and</li> <li>2. A case can be automatically created as part of a workflow or outcome of a detection model.</li> </ol>   |
| 3.16.9  | The EFM solution should allow Authorized-Users to create, modify, and store case types (i.e. templates) that can be selected and used by other Authorized-Users.<br><br>For example: <ol style="list-style-type: none"> <li>1. The outcome of applied analytics; or</li> <li>2. A client submits a request for information.</li> </ol>  |
| 3.16.10 | The EFM solution should allow Authorized-Users to apply and manage contextual information (attributes) to any case types and case reports listed in the repository.   |
| 3.16.11 | The EFM solution should allow Authorized-Users to select, modify, and attach a case template to alerts and outcomes generated from the triggered detection models.  |
| 3.16.12 | The EFM solution should add system generated information to each case as it is created including but not limited to: <ol style="list-style-type: none"> <li>1. A unique case ID; and</li> <li>2. Date created.</li> </ol>   |
| 3.16.13 | The EFM solution should allow Authorized-Users to work a case to completion.<br><br>Example steps: <ol style="list-style-type: none"> <li>1. Accept, refuse or re-assign;</li> <li>2. Prioritize;</li> <li>3. Update the status;</li> <li>4. Track task(s);</li> <li>5. Add text (information);</li> <li>6. Attach documents (e.g. PDF, MS Word, jpg);</li> <li>7. Invoke escalation process;</li> <li>8. Set notifications; or</li> <li>9. Export and/or print all or part of the case information.</li> </ol> |

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| 3.16.14 | The EFM solution should provide Authorized-Users the capability to list or query on any open or closed cases.  |
| 3.16.15 | The EFM solution should allow Authorized-Users to create a case report template that can be selected and completed by other Authorized-Users as required to communicate the results of a case (e.g. case result reports; form letters).  |
| 3.16.16 | The EFM solution should be able to send a notification (e.g. email) when the recipient of an assigned case is setup as an occasional user within their access profile. This profile will be used for occasional Authorized-Users (e.g. employee supervisors) who are required to review and action a case. |
| 3.16.17 | The EFM solution should allow Authorized-Users to manage their workloads, for example: <ol style="list-style-type: none"> <li>1. Lists their assigned cases;</li> <li>2. Ability to drill into any case; or</li> <li>3. List the due dates.</li> </ol>   |

### 3.17 Maintenance

|        |   |
|--------|---|
|        | <b>EFM Solution Preferences</b>   |
| 3.17.1 | The EFM solution must have the ability to display system messages at login. |

## 4.0 Wave 1 EFM Solution Implementation

The Contractor must analyze, design, install, test and support the production implementation of the EFM Solution for Wave 1, defined as the implementation of an EFM Solution to monitor, detect, notify and capture potential passport information misuse and malfeasance by End-Users of IRCC's Global Case Management System (GCMS) passport application. The Contractor must provide its own methodology, tools and assets to achieve an operational Wave 1 EFM Solution within the timeframe described in Section 7 – Schedule. The Contractor must identify its activities and deliverables in its methodology and Project Plan including, at a minimum, the activities described in the subsections of Section 4 directly below as well as the deliverables (or their equivalents) identified in Section 6.2 of this document.

### 4.1 Project Management

The Contractor must provide Project Management services to plan, schedule, monitor and report on the Wave 1 EFM Solution Implementation to achieve the Wave 1 requirements within the proposed schedule, cost and scope. Project Management activities must include, but are not limited to:

- a) Develop a project schedule, work breakdown structure (WBS) and assignments for each WBS element;
- b) Establish Project Management tools, templates, communication methods and best practices;
- c) Develop a Resource Management Plan (including Client resources);
- d) Provide and execute Risk Mitigation strategies and actions;
- e) Provide Weekly Status Reports;
- f) Develop Upfront Deliverable Agreements (UDAs) to set expectations of the content, form and acceptance criteria of each deliverable;
- g) Develop Quality Assurance Strategy and formulate a Quality Assurance Plan;
- h) Develop a Transition to Operations Plan;
- i) Direct & manage project execution;
- j) Collaborate with IRCC's Project Management team and Subject Matter Experts (SME);
- k) Participate in the defined governance structure; and,
- l) Perform contingency planning.

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## 4.2 Define and Analyze

The Contractor must review and analyze IRCC's EFM Solution requirements for Wave 1. This must include, but is not limited to:

- a) Validate, modify and/or develop as required IRCC's Wave 1 EFM use cases and business rules and compare to industry best practices;
- b) Validate as required IRCC's Wave 1 EFM business requirements, and objectives and compare to industry best practices;
- c) Validate, modify and/or develop as required technical requirements for the EFM Solution;
- d) Identify and analyze gaps; and,
- e) Recommend options to address the gaps.

## 4.3 Design

The Contractor must provide business and technical designs of the EFM Solution for Wave 1. This must include, but is not limited to:

- a) Plan, organize and facilitate interviews and group workshops to obtain and gain agreement on a solution for the functional and non-functional requirements;
- b) Develop Design Specifications for any technical components identified such as Reports, Interfaces, Conversions, Extensions, Forms and Workflows to produce and implement a system that satisfies IRCC's EFM requirements for Wave 1. Both business and technical components are considered as part of Design activities;
- c) Develop recommendations for IRCC to create, refine, or eliminate business processes as applicable to enhance the EFM capabilities; and,
- d) Develop an Integrated logical architecture design model of subsystems, components, interfaces, key data entities, and business processes that comprise the EFM Solution.
- e) Complete the Security Requirements Traceability Matrix (SRTM) as part of the Security Assessment and Authorization (SA&A) process (to be completed in collaboration with IRCC IT Security Risk Management group).

## 4.4 Build

The Contractor must install and develop the EFM Solution for Wave 1 in a development / test environment. This must include, but is not limited to:

- a) Translate designs and specifications into automated and non-automated technical components that meet Wave 1 requirements for the EFM Solution;
- b) Perform application administration functions as required to support development activities;
- c) Provide dedicated non-production environments for development (DEV) and testing (TEST) during implementation of the EFM Solution, and ensure that these remain available to the Client after the solution is implemented;
- d) Install and configure the EFM Solution, including integration activities with IRCC's LDAP system, databases and network components;
- e) Develop agreed upon custom components or code;
- f) Configure the Core Product with business rules and policies to satisfy the Wave 1 requirements; and,
- g) Advise IRCC in developing business processes, templates and procedures related to the EFM Solution.

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#### 4.5 Quality Assurance

The Contractor must perform quality assurance on the EFM Solution to ensure all Wave 1 business and technical requirements are proven to be successfully met. This must include, but is not limited to;

- a) Define and execute tests to validate the EFM Solution and business rules in non-production environments (development / test) through testing of:
  - i. Business requirements
  - ii. Technical requirements
  - iii. Use cases
  - iv. System performance
  - v. System integration
  - vi. Security
- b) Remediate defects in the EFM Solution until such time as business and technical requirements have been proven to meet IRCC's acceptance criteria as defined in Section 6.1 – EFM Solution Acceptance; and,
- c) Support IRCC in performing and documenting User Acceptance Testing.

#### 4.6 Optimize

The Contractor must optimize the EFM Solution. This must include, but is not limited to:

- a) Validation of the EFM Solution Implementation Checklist, completion of IRCC requirements, and confirmation that the system is ready for implementation; and,
- b) Optimize and address any required modifications in terms of the overall EFM Solution. Business processes, databases, and network components are further tested and fine-tuned for performance. Critical software and architectural components are improved for reliability, adaptability, and other technical considerations.
- c) Participate in documenting of the Authority to Operate (ATO) security authorization process as part of the SA&A.

#### 4.7 Deployment

The Contractor must provide support services to assist IRCC in the deployment of the EFM Solution into production for Wave 1. This must include, but is not limited to:

- a) Train IRCC resources as described in Section 4.9 – Training;
- b) Support the deployment of the EFM Solution to the production environment with minimal disruption to IRCC's business environment;
- c) Advise IRCC of any modification to the production environment required for the EFM Solution;
- d) Support the Technical Authority's acceptance for deployment of the EFM Solution into production; and,
- e) Provide a post deployment review and recommendations.

#### 4.8 Post-Deployment Stabilization and Optimization

Post-Deployment Stabilization and Optimization describes the ongoing activities to support the EFM Solution until such time as the EFM Solution has been accepted (see Section 6 – Deliverables and Acceptance Criteria). These activities and responsibilities occur for each release and will be governed by IRCC's acceptance process and criteria and the Contractor's warranty as per the Agreement between Contractor and IRCC.

As part of Post-Deployment activities, Contractor must transition the support and operations of the EFM Solution to IRCC and/or any other Contractor that IRCC appoints for the Support and Maintenance Services.

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For greater clarity, the Contractor is expected to support and maintain each release of the EFM Solution until such time as all releases have satisfied IRCC's acceptance process and criteria. The support and maintenance activities primarily include:

- a) Resolution of all post-deployment issues relating to the EFM Solution's configuration or technical component;
- b) Root Cause analysis and documentation of all EFM Solution related issues identified, and resolutions provided post-deployment; and,
- c) Providing fixes for Core Product or customization defects and issues identified post-deployment.

#### 4.9 Training

The Contractor must provide onsite classroom-based training for EFM Solution architects, administrators and users. The Client reserves the right to review and approve course material and training plan prior to training and material distribution. The training must be available in both French and English sessions. The training sessions will be provided in the National Capital Region. The training must cover, at a minimum, the following topics:

##### Architecture and System Administration

- a) EFM Solution physical and logical implementation architecture options and best practices;
- b) Physical and logical sizing and tuning best practices;
- c) Archiving;
- d) Installation, configuration and customization options;
- e) Import, export and integration methods, options and best practices;
- f) System monitoring methods and best practices;
- g) Installation of upgrades and patches; and,
- h) User and role administration, security and permissions methods and best practices.

##### Business Rule Configurations

- a) Review of out-of-the-box business rules that are included with the Commercial Off-the-Shelf (COTS product);
- b) Methods and best practices for configuring, testing and implementing business rules for the monitoring, detection, capture and alerting of information misuse and malfeasance; and,
- c) Administration of business rules, including editing, copying, disabling, pausing and re-starting.

##### EFM Solution Authorized-Users

- a) Overall navigation, user features and functions of the EFM Solution;
- b) Review of reporting and dashboard functions, including report/dashboard creation, viewing, modification, deletion and auto-generation/recurrence;
- c) Review of case management functions, including case and workflow creation, viewing and modification;
- d) Search functions; and,
- e) Methods and best practices for the following incident management functions:
  - i. Receiving and actioning of alerts;
  - ii. Creating an incident case;
  - iii. Working within a case;
  - iv. Reviewing monitored and captured information regarding an incident; and,
  - v. User and case permissions.

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Training is required for the following numbers and types of resources (referred to collectively in the EFM Statement of Work as "authorized-users"):

- a) IT Architects – 8
- b) IT Administrators – 8
- c) Security Analysts (i.e. business rule configurations) – 14
- d) Case Investigators – 72

All training described above is to be provided onsite at a designed Government of Canada (GC) provided facility and scheduled at a mutually agreeable time with the Technical Authority at least two weeks in advance of the course start date. The GC will provide all classroom facilities.

The Contractor agrees to provide Canada electronic and hardcopy training materials in English and French. The Contractor grants the Client a non-exclusive license to use, copy, translate and distribute all such materials for the Period of the Contract and for the sole benefit of the Client.

## 5.0 Professional Services

For work within the scope of the deployment and configuration of the EFM Solution, that is not otherwise covered in Section 4 – Wave 1 EFM Solution Implementation, the Contractor must provide the services outlined below on an as and when requested basis, during the entire term of the contract, including any extensions exercised as Options by the Contracting Authority in accordance with the Contract. The work will be requested through a Task Authorization or Contract Amendment. GC may, at its sole discretion, contract for any goods or services with other contractors for these Additional Services.

All resources must hold a valid Reliability Status clearance as indicated in the Security Requirements Check List (SRCL).

The following professional services categories must be available through the TA process for all estimating activities and subsequent performance of the Additional Professional Services:

- a) Project Manager
- b) EFM Solution Architect
- c) EFM Policy / Business System Analyst
- d) System Administrator
- e) Technical Architect
- f) Programmer / Developer
- g) Database Analyst
- h) Training Specialist
- i) QA Analyst
- j) Testing Specialist

For each of the above roles, additional details on the required levels of experience and the responsibilities of the role are available in Appendix 4 to Annex A – Resource Categories.

## 6.0 Deliverables and Acceptance Criteria

### 6.1 EFM Solution Acceptance

The Wave 1 Implementation will be deemed accepted once the following has occurred:

- a) All deliverables identified in the agreed-upon project plan have been delivered and accepted in accordance with the agreed-upon deliverable specifications and acceptance criteria. Deliverables must include all deliverables identified in Section 6.2 – Deliverables or their equivalents;
- b) The security control requirements identified in Attachment 1 – EFM – Security Controls List, must be met for the EFM Solution. The Contractor is required to ensure the EFM Solution meets all security controls prior to implementation;



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- c) The EFM Solution has successfully passed User Acceptance Testing (UAT) in the testing environment, has been deployed in production and is successfully operating in such a manner as to meet all requirements identified in the approved Wave 1 Business and Technical requirements; and,
- d) All Wave 1 Training has been completed.

## 6.2 Deliverables

The Contractor is expected to develop the following deliverables over the course of the EFM Solution Implementation Project. The Contractor must provide all deliverables to Technical Authority for review and approvals.

| Milestone / Deliverable | Description  | Forecast (Business days from Contract award date) |
|-------------------------|--|---|
| Milestone               | <b>*Contract Award*</b>  | <b>Day 0</b>                                      |
| Milestone               | Technical Team engagement with Supplier  | No later than 20 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Project Plan including Schedule and Work Breakdown Structure (WBS)</li> </ul>                           | No later than 20 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Risk Mitigation Strategies and Plan</li> </ul>  | No later than 20 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Weekly Status Reports</li> </ul>  | Ongoing   |
| Milestone               | Start development of the solution  | No later than 40 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Deliverable Specifications and Acceptance Agreements (Upfront Deliverable Agreements (UDAs))</li> </ul> | No later than 40 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Gap Analysis and recommendations to address gaps, if applicable</li> </ul>                              | No later than 40 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Complete Security Requirements Traceability Matrix (SRTM) – in consultation with Client.</li> </ul>     | No later than 40 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Interview / workshop Schedule / plan</li> </ul>   | No later than 40 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Technical Solution Design</li> </ul>  | No later than 40 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Technical Configuration Document</li> </ul>   | No later than 130 days from Contract Award        |
| Deliverable             | <ul style="list-style-type: none"> <li>Development Plan, if applicable</li> </ul>  | No later than 50 days from Contract Award         |
| Deliverable             | <ul style="list-style-type: none"> <li>Configuration of business rules as defined in use cases.</li> </ul>                                     | No later than 90 days from Contract Award         |

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| Deliverable | <ul style="list-style-type: none"> <li>Technical Design documents for reports, integrations, customizations, extensions and workflows, if applicable</li> </ul> | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Training manuals</li> </ul>  | No later than 100 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Training schedule</li> </ul>   | No later than 100 days from Contract Award |
| Milestone   | Training of technical team on solution  | No later than 120 days from Contract Award |
| Milestone   | Integration of use cases and reports  | No later than 120 days from Contract Award |
| Milestone   | Testing/validation of final solution use cases and reports  | No later than 120 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Test Cases and Scripts</li> </ul>  | No later than 120 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Configured Test Environment for end-to-end solution</li> </ul>   | No later than 120 days from Contract Award |
| Milestone   | Approved Transition Plan  | No later than 110 days from Contract Award |
| Milestone   | Pilot testing and remediation   | No later than 120 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Test Results and Defect Log</li> </ul>   | No later than 120 days from Contract Award |
| Milestone   | Necessary Privacy and Policy updates are completed  | No later than 120 days from Contract Award |
| Milestone   | Training of Workplace Investigations and Ethics (WIE)   | No later than 100 days from Contract Award |
| Milestone   | Stakeholder evaluation/approval to proceed  | No later than 110 days from Contract Award |
| Milestone   | Finalization of the solution  | No later than 130 days from Contract Award |
| Milestone   | Complete development of the solution  | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Deployment Approach and Prerequisites</li> </ul>   | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Deployment Test Plan</li> </ul>  | No later than 130 days from Contract Award |

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| Deliverable | <ul style="list-style-type: none"> <li>Deployment Test Results</li> </ul>                                 | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Configured Production Environment</li> </ul>                       | No later than 130 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>"go/no-go" checklist to be completed with input by IRCC</li> </ul> | No later than 130 days from Contract Award |
| Milestone   | Start solution implementation   | No later than 140 days from Contract Award |
| Milestone   | Completed full Implementation of the solution   | No later than 140 days from Contract Award |
| Milestone   | Evaluation/Remediation and update of use cases/reports  | No later than 160 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>Administrator (technical) manuals</li> </ul>                       | No later than 160 days from Contract Award |
| Deliverable | <ul style="list-style-type: none"> <li>User (business) manuals</li> </ul>                                 | No later than 160 days from Contract Award |
| Milestone   | <b>Wave 1 Implementation Project Close-Out Report</b>   | Within 160 days                            |

### 6.3 Deliverable Acceptance

Prior to the development of any deliverables, the Contractor must provide an Upfront Deliverable Agreement (UDA), where deemed necessary by the Technical Authority, that must contain a proposed deliverable specification and acceptance criteria. The discussion on UDA content will continue between the Contractor and Technical Authority until approved. Once approved, the UDA will form the acceptance criteria for the deliverable.

In addition to the specific acceptance criteria described in each UDA, deliverables must be evaluated for the following attributes:

| Criterion                   | Description  |
|-----------------------------|--|
| Document Format and Clarity | a) Consistent format is used;<br>b) Correct and continuous section numbering is used;<br>c) Material is presented logically;<br>d) Non-standard terms, phrases, acronyms, and abbreviations are defined;<br>e) Consistent titles and labels on figures are used;<br>f) No ambiguous statements or content are used;<br>g) Use of passive voice is minimal and appropriate ;<br>h) No typographical errors, spelling errors, missing words, or incorrect page and section numbers;<br>i) Generally accepted rules of grammar, capitalization, punctuation, symbols, and notation are used; and,<br>j) Cross-references are identified appropriately and accurately. |
| Alignment and Consistency   | a) Terms have the same meaning throughout all project documentation;<br>b) The material does not contradict predecessor documents e.g. If the Deliverable contains requirements, they align with IRCC business needs as defined in Section 3 – EFM Solution Requirements;  |

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|--------------|---|
|              | <p>c) All material in subsequent documents has a basis in the predecessor document, for example:</p> <ul style="list-style-type: none"> <li>i. If the Deliverable contains designs, the design addresses the defined requirements or specifications;</li> <li>ii. If the Deliverable contains a solution deployed on IRCC infrastructure, all non-functional requirements have been validated and the solution is consistently performing at the agreed performance targets; and,</li> <li>iii. If the Deliverable contains a solution deployed on IRCC infrastructure, all applicable use cases have been successfully validated and the solution is consistently meeting all functional requirements regardless of the employee activities or data inputs.</li> </ul>   |
| Completeness | <ul style="list-style-type: none"> <li>a) If the Deliverable contains a plan or a process, it is clear who is responsible for which task, when the plan or process is planned to be completed, and how the plan or process will be evaluated and determined to be successful;</li> <li>b) If the Deliverable contains business or technical designs or specifications, all elements of the design are complete and clear so that readers understand the related functionality that will be developed;</li> <li>c) If the Deliverable contains requirements, specifications, or success criteria, they include specific metrics against which achievement can be measured. They are clear enough to be used in the development of future Deliverables (for example, the requirements are written clearly enough to aid in the writing of use cases and success criteria); and,</li> <li>d) If the Deliverable contains findings and recommendations, the Deliverable clearly states how these were developed.</li> </ul> |

## 7.0 Schedule

The Wave 1 EFM Solution must be in production and accepted within two hundred (200) business days following contract award. This includes the completion and acceptance of all Contractor activities and deliverables as defined in Section 4 – Wave 1 EFM Solution Implementation, with the exception of Post-deployment Stabilization and Optimization ongoing activities to support the EFM Solution until such time as the EFM Solution has been accepted.

Schedules for future waves have not yet been defined.

## 8.0 Governance Framework

The successful completion of the Project requires a concerted and coordinated effort between IRCC, Shared Services Canada (SSC) and the Contractor. IRCC is the accountable lead for the overall project. This section describes the existing project governance structure and the Contractor's responsibilities within it.

The following Project governance structure has been established to ensure timely and effective oversight, information sharing and decision making. The Contractor must support the project governance as defined below.

The Project's governance structure consists of the following committees:

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**Senior Project Advisory Committee:** The ADM-level committee oversees multiple projects and provides leadership, vision and strategic direction to those projects. It advocates on behalf of projects to enable specified business outcomes and benefits in alignment with the respective programs and Government of Canada priorities.

**Project Oversight Committee:** The Project Oversight Committee (POC) is a decision-making body at the Director General level that supports IRCC's Priorities and Investment Committee in ensuring that projects adhere to Treasury Board Secretariat (TBS) project management policies and standards, and IRCC's project management directives, standards and best practices. The role of the POC is to manage project portfolios, and approve all project gates and business outcome assessments.

**Senior Review Board:** The Senior Review Board (SRB) supports the Director General leads for the Project Management Board (PMB). The role of the SRB is to provide Director General level review, oversight, support, and guidance for the long-term Enterprise Fraud Management Solution Director General lead(s) to assist in the successful award and implementation of the long-term Solution and Contract. Individual members of the SRB are selected based on their specific areas of subject matter expertise, experience and insights from lessons learned or best practices.

**Project Management Board:** The Project Management Board (PMB) is the Project's primary interdepartmental oversight forum. PMB is responsible for ensuring a coordinated approach for delivering the Project. It is comprised of Director level representatives. PMB helps to ensure that the business, technical and service delivery teams are working towards common goals and objectives.

**GCMS Privacy Mitigation Measures Working Group:** The Global Case Management System (GCMS) Privacy Mitigation Measures Working Group (GCMS PMMWG) is a working level committee that is accountable to the PMB. The GCMS PMMWG will provide an opportunity for the project members to discuss cross team progress and issues for resolution within the team or for escalation to the Project Management Board (PMB). Moreover, the GCMS PMMWG will provide leadership control and project oversight to ensure that the delivery and implementation of the project products occur in alignment with the schedule, project dependencies, milestones and the approved budget for each individual Work Package.

**Ad-Hoc Working Groups:** The ad-hoc working groups will provide a forum for brainstorming on various matters with key stakeholders during the development and implementation exercise of the EFM Solution. These working groups will be led by the systems business owner who is the Information Systems Security Officer (ISSO).

Within this governance framework, ad-hoc Working Group meetings can be established (involving the Contractor and key project stakeholders) in support of the EFM solution development and implementation activities such as:

- a) Project Schedule;
- b) Activities completed, delayed and underway;
- c) Key issues and proposed resolutions;
- d) Key risks and mitigation strategies;
- e) Key decisions made or requested;
- f) EFM Solution demonstrations (as deemed required by the Client).

The Contractor is required to participate in ad-hoc Working Group meetings, on an as needed basis, in person to present the above material and participate in Q&A. If in person attendance is not possible, attendance is required via video or teleconference.

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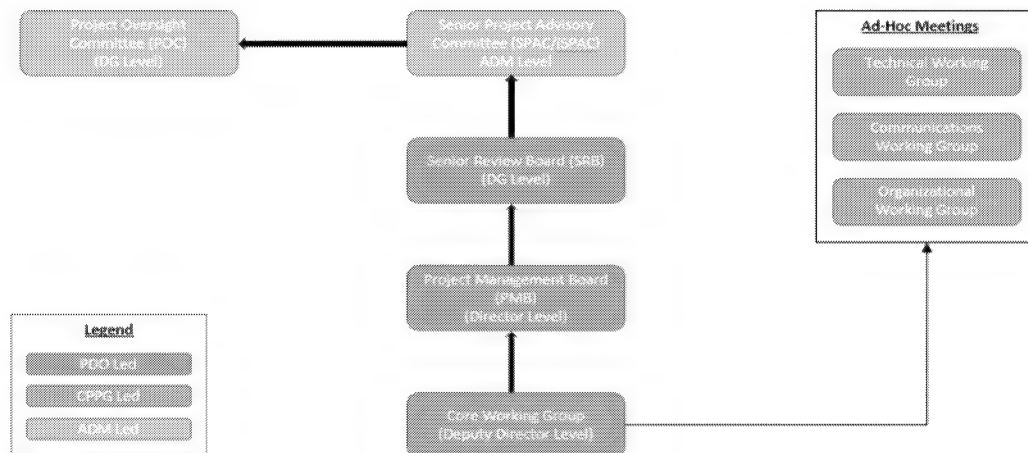


Figure 1 - Governance Framework

## 9.0 Client Support

IRCC will provide access, in a mutually agreed timeframe, to departmental personnel, boardrooms and meeting rooms, and relevant documentation.

## 10.0 Travel

Travel to, from or within the National Capital Region (NCR) will not be reimbursed.

All other travel expenses to visit Government of Canada facilities or resources must have the prior authorization of the Technical Authority and will be reimbursed in accordance with the Treasury Board Travel Directive.

## 11.0 Language

The primary language of work is Canadian English however work may be conducted in either Official Language (Canadian English and/or Canadian French). The deliverables (presentation and written report) must be in Canadian English. The in-person presentation shall be given in either Canadian English or Canadian French, as required. Any translations of materials specifically developed in the performance of this contract shall be the responsibility of the Project Authority. Any reports must be written according to The Canadian Style: A Guide to Writing and Editing (2nd edition) and submitted in MSWord format.

## 12.0 Work Location

All work related to this contract must be performed onsite at a designated Government of Canada site located in the National Capital Region or approved Contractor site in accordance with the SRCL attached to this contract.

## 13.0 Limitations and constraints

The Contractor must be ready to work with the Project Authority and other departmental personnel as required. Meetings between the Contractor and the Project and Technical authorities will be held at IRCC facilities located in the National Capital Region between the hours of 9 am and 5 pm, Monday to Friday.

The Contractor must keep all documents and proprietary Crown information confidential and return all materials, including documents and files, belonging to IRCC upon completion of the contract to IRCC.

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All work performed will be subject to inspection and acceptance by the Project Authority. The Project Authority will make every effort to complete inspection and acceptance within 5 working days of delivery, however should IRCC not meet this time frame corresponding extension of the project schedule will be permitted based on IRCC's delay. All draft and final documents will be approved by the Project Authority prior to distribution. Should the work not meet the expectations of the Project Authority, the Contractor must re-submit revised (acceptable) work at no additional cost to IRCC.

#### **14.0 Reporting and Communication**

In addition to the timely submission of all deliverables and fulfillment of obligations specified within the Contract, it is the responsibility of the Contractor to facilitate and maintain regular communication with the Project Contact(s). Status updates, verbal or written, must be delivered on a regular basis over the course of the contract. Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls; electronic mail; and meetings. The Client will schedule recurrent meetings or bilats with the Contractor to discuss any issues, problems or areas of concern over the course of the contract.

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## Appendix 1 to Annex A – Definitions and Acronyms

The table below summarizes the terms and their definitions as used within the Enterprise Fraud Management (EFM) Solution documentation including all referenced Appendices, Attachments and Enclosures.

| Terms                                     | Definitions   |
|---|---|
| Additional Onsite Training                | Refers to Contractor provided training at a GC provided facility that is over and above that training required in Section 4 – Wave 1 EFM Solution Implementation and may include any or all of the training services identified therein.  |
| Authorized-User                           | Refers to any person who has been granted a user account, including privileged access, to the EFM solution.   |
| Business Rule                             | Under this requirement, business rules govern the EFM alerts and notifications. In the case of the EFM Solution, acceptable behaviour will be identified and tracked and everything else will be flagged for investigation.   |
| Capture                                   | A process to acquire the transactions generated by End-Users using targeted IT applications and manipulating information.   |
| Case                                      | An investigative framework created as a result of an incident, alert or notification.   |
| Case Report                               | A conclusion, findings or results post completion of a case.  |
| Case Type                                 | The specific classification of a case which usually includes a specific workflow and set of rules that govern an incident, alert or notification.   |
| Client                                    | Refers to the GC branch(es) or department(s) procuring, administering, or operating the EFM Solution.   |
| Concurrent Users                          | Refers to EFM Solution users accessing the EFM Solution simultaneously.   |
| Configuration                             | Refers to an arrangement of elements in a particular form, or combination which includes minor physical or software setting changes that can be implemented without custom physical modifications or changes to the base code. Configuration may include Installation.  |
| Contract, Master Services Agreement (MSA) | Refers to the written Contract entered into by IRCC and Successful Contractor for the delivery of the requirements listed in Enclosure F.1 – Statement of Work. Within the contract term, IRCC may potentially issue task authorization call ups for additional services related to EFM Solution and/or services. |
| Contract Amendment                        | Refers to formally agreed upon revisions to the Contract after the initial bid.   |
| Core Product                              | Refers to the EFM Solution in its COTS form (i.e. prior to any customization for IRCC implementation).  |
| Core Working Group                        | Refers to the primary project team members of both the client and contractor.   |
| Corporate Security                        | Refers to Designated members of the corporate security team responsible for security related investigations.  |
| Customization                             | Refers to the modification of EFM Solution base code to meet IRCC's EFM Solution requirements.  |



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|--|---|
| Database Activity Monitoring (DAM)/Database Audit Protection (DAP) | A technology identified as, Database Activity Monitoring (DAM)/Database Audit Protection (DAP) technologies that is used to monitor database administration activity and database user access.  |
| Dashboard  | An easy to read, single page data visualization tool comprised of graphics, charts, gauges and other visual indicators.   |
| Data Capture   | The process of reading and storing any actions as performed by an End-User using an IRCC asset (i.e. targeted application).   |
| Data Loss Prevention (DLP)   | A technology identified as, Data Loss Prevention (DLP) that is used to detect and prevent the inappropriate storage and movement of sensitive data.   |
| Drill-through  | The means by which an Authorized-User can move horizontally between two items (e.g. accessing and viewing relevant and related data in other reports by passing context from a source to a target report).  |
| Electronic Data Warehouse (EDW)                                    | Refers to IRCC's Electronic Data Warehouse.   |
| Enterprise Fraud Management (EFM) Solution                         | A technology identified as, Enterprise Fraud and Information Misuse Management (EFM) that is used to monitor and alert of suspected End-User activity at the access or transaction layer within targeted IT applications based on detection rules.  |
| End-User   | Refers to an employee or contractor of IRCC, or Overseas IRCC, or Other Government Departments (OGDs) who has a user account in and is provided access to IRCC applications. This includes privileged accounts.   |
| Entity   | A single unit of data that would have one or more attributes and may or may not have established relationships with a database or databases, other entity or entities, attribute or attributes, and a value or values.  |
| Fuzzy Search   | Refers to a search process, using approximate string matching, which returns results based on relevance, even if the search argument does not exactly correspond to the returned information.   |
| Graphical User Interface (GUI)                                     | A means to interact with a computer device through manipulation of graphical images and/or widgets (i.e. window or text box) in addition to text.   |
| GUI Web Browser  | A graphical web based software application used by an individual to retrieve, display and negotiate information resources.  |
| Immediate  | In the context of this requirement, refers to 5 minutes or less.  |
| Indicator(s)   | A means to keep track of identified aspects of a system, component and/or module usually in the form of an electronic dashboard.  |
| Module   | A single item or part of a group of items that can be connected or combined to construct a more complex system.   |
| Monitored IT Applications  | Applications identified in inventory list as actions 'to be captured'.  |
| Nested Business Rules  | Refers to business rules contained within other business rules such that they are validated in a top down manner.   |
| Official Language(s)   | A language or languages given special legal status. In the context of this requirement, this term refers to the two official languages of Canada - English and French.  |
| Out-of-the-box Functionality                                       | Refers to Software features provided as part of the commercially available product.   |
| Pre-defined Timeframe  | A distinct period of time that has been determined or set in advance of an anticipated occurrence or state. In the context of this requirement, this term generally refers to a defined period of time that needs to have elapsed prior to the triggering of a business rule within the solution. |

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|  |  |
|--|--|
| Project Contact                                  | Refers to a duly appointed IRCC point of contact for the EFM Solution implementation project. This is the channel to be used for all client-contractor communications during the implementation of EFM Solution.   |
| Proposal, Requirement Response or Response       | Refers to the complete response to the requirements stated in the requirement.   |
| Protected B                                      | The Protected B category of information, considered particularly sensitive, it can exist both in large quantities and in large concentrations within IRCC databases. The unauthorized disclosure of this information could cause serious injury to an individual (e.g. an IRCC client), organization (e.g. IRCC) or government.                          |
| Repository                                       | A place where data is stored and maintained, which may contain one or many entities.   |
| Requirements                                     | Refers to the requirements stated in the SOW including all the Annexes and Attachments listed therein.   |
| Retrieval  | A procedure used for searching and extracting database records or content.   |
| Role   | In the context of this requirement, this term refers to a designated responsibility, accompanied by the granting of an authority within the EFM solution for a user to undertake specific tasks requiring access to the EFM solution.  |
| Scenario   | A set of user activities that indicates the possible occurrence of fraud or malfeasance.   |
| Set Parameter(s)                                 | A set of rules that are defined and applied to manage an expected/anticipated value.   |
| Security Information and Event Management (SIEM) | A technology identified as, Security Information and Event Management (SIEM) that supports threat management and security incident response through the collection and analysis of security events from a wide variety of data sources in real time.   |
| SFP+   | SFP+ is a hot-pluggable, small-footprint, serial-to-serial, multi-rate optical transceiver that is commonly used in 8.5GbE to 11GbE data communications and storage-area network (SAN).  |
| Switched Port Analyzer                           | Refers to port mirroring or port monitoring, which selects network traffic for analysis by a network analyzer.   |
| System of Record                                 | A system of record (SOR) is a data management term for an information storage system (commonly implemented on a computer system running a database management system) that is the authoritative data source for a given data element or piece of information.  |
| Network Terminal Access Point                    | Refers to a dedicated hardware device, which provides a way to access the data flowing across the computer network.  |
| Targeted IT application(s)                       | An IT application that has been identified and listed within an inventory requiring the capturing of actions and/or the application of detection models.   |
| Task Authorization                               | Refers to documentation specifying the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The documentation will also include the applicable basis (bases) and methods of payment as specified in the Contract. |

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|                                 |  |
|---------------------------------|--|
| Template                        | A reusable pattern that can be used to set-up a form, or enter information.  |
| Tombstone Information           | Refers to the End-Users' basic identifying information. e.g. Family Name, Given Name, Department, Office (Position), addresses, log-in ID, etc.  |
| Transmission                    | The means by which information/data is transferred from one point to another.  |
| Treasury Board Travel Directive | Refers to instructions issued by the Treasury Board of the Government of Canada regarding the treatment of travel expenditures.  |
| Twinax                          | Twinaxial cabling, or "Twinax", is a type of cable similar to coaxial cable, but with two inner conductors instead of one.   |
| Use Case                        | Refers to a list of actions or event steps defining the interactions between a user (actor) and a system, to achieve an objective.   |
| User Acceptance Testing         | Refers to verifications performed by IRCC to ensure proper functionality of the EFM Solution prior to sign-off on the work as accepted.  |
| User ID                         | A term used to represent an identified End-User on a software, system, website or within any generic IT environment. It is used within any IT enabled system to identify and distinguish between the End-Users who access or use it.   |
| Value(s)                        | Data that is added or associated with the field of a data repository, entity, attribute.   |
| Variable-Length Subnet Mask     | Variable-Length Subnet Masking (VLSM) amounts to "subnetting subnets," which means that VLSM allows network engineers to divide an IP address space into a hierarchy of subnets of different sizes, making it possible to create subnets with very different host counts without wasting large numbers of addresses. |
| Wildcard(s)                     | An unchanged defined character that can be used to represent other characters, when partial search information is all that is available.   |
| Workflow(s)                     | Refers to the computerized facilitation or automation of a process, in whole or in part. Automation of business processes, in whole or in part, where documents, information, or tasks are passed from one participant to another for action, according to a set of rules.   |
| Workplace Investigations        | Refers to designated members of Workplace Investigations and Ethics Unit of IRCC's Human Resources Branch responsible for administrative investigations (such as potential violations of the employee Values and Ethics Code including inappropriate access to IRCC networks).                                       |

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| Acronyms   | Definitions   |
|------------|---|
| ADM        | Assistant Deputy Minister   |
| API        | Application Programming Interface                                       |
| ATO        | Authority to Operate  |
| BPR        | Business Process Re-engineering   |
| BRD        | Business Requirements Document  |
| CBSA       | Canada Border Services Agency   |
| COTS       | Commercial Off-The-Shelf  |
| CSE        | Communications Security Establishment                                   |
| CSV        | Comma Separated Values; or sometimes, Character Separated Values.       |
| DAM        | Database Activity Monitoring  |
| DAP        | Database Audit Protection   |
| DLP        | Data Loss Prevention  |
| EDC        | Enterprise Data Center  |
| EDW        | Electronic Data Warehouse.  |
| EFM        | Enterprise Fraud Management   |
| GAC        | Global Affairs Canada   |
| GC         | Government of Canada  |
| GCMS       | Refers to IRCC's Global Case Management System enterprise application.  |
| GCMS PMMWG | Global Case Management System Privacy Mitigation Measures Working Group |
| GUI        | Graphical User Interface  |
| HR         | Human Resources   |
| HTTPS      | HyperText Transfer Protocol Secure                                      |
| IEEE       | Institute of Electrical and Electronics Engineers                       |
| IP         | Internet Protocol   |
| IRCC       | Immigration, Refugees and Citizenship Canada                            |
| IT         | Information Technology  |
| ITIL       | Information Technology Infrastructure Library                           |
| ITSG       | Information Technology Security Guidance                                |
| LACP       | Link Aggregation Control Protocol                                       |
| LDAP       | Lightweight Directory Access Protocol                                   |
| MSA        | Master Services Agreement   |
| NCR        | National Capital Region   |
| ODF        | Open Document Format  |
| PMB        | Project Management Board  |
| POC        | Project Oversight Committee   |
| Q&A        | Question and Answer   |
| RCMP       | Royal Canadian Mounted Police   |
| SA&A       | Security Assessment and Authorization                                   |
| SFP        | Small Form-factor Pluggable   |
| SIEM       | Security Information and Event Management                               |
| SME        | Subject Matter Expert   |
| SOW        | Statement Of Work   |
| SPAN       | Switched Port Analyzer  |
| SPOF       | Single Point Of Failure   |
| SQL        | Structured Query Language   |
| SRCL       | Security Requirements CheckList   |
| SRB        | Senior Review Board   |
| SRTM       | Security Requirements Traceability Matrix                               |
| SSC        | Shared Services Canada  |
| SSL        | Secure Sockets Layer  |
| TAP        | Terminal Access Point   |

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|      |                                   |
|------|-----------------------------------|
| TBS  | Treasury Board Secretariat        |
| TCP  | Transmission Control Protocol     |
| TLS  | Transport Layer Security          |
| UAT  | User Acceptance Testing           |
| UDA  | Upfront Deliverable Agreement     |
| UDP  | User Datagram Protocol            |
| UTC  | Universal Time Coordinated        |
| VLAN | Virtual Local Area Network        |
| VSLM | Variable-Length Subnet Masks      |
| WBS  | Work Breakdown Structure          |
| WIE  | Workplace Investigations & Ethics |
| XML  | Extensible Markup Language        |

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## Appendix 2 to Annex A – IRCC Transactional Activity - Volumes

### 1 – Total Concurrent and Unique Users

The number of GCMS concurrent users peaks at approximately 3,000 per hour.

The solution must monitor 30,000 users (IRCC and Other Government Departments).

| USERS                         |               |                               |
|-------------------------------|---------------|-------------------------------|
| EFM Solution Authorized-Users |               |                               |
| Year 1                        | 250 (2020-21) |                               |
| Year 2                        | 250 (2022-23) | ~5% growth per year afterward |
| Monitored End-Users           | 30,000        | ~8% growth per year           |

### 2 – Transactional Activity

The table below outlines the projected transactional activity for IRCC, including growth per year basis.

| PROJECTED VOLUMES FOR IRCC TRANSACTIONS |  |
|---|--|
| Fiscal Year                             | Projected # Transactions<br>~15% growth per year |
| GCMS Transactions 2020-21               | 600,000,000                                      |
| All IRCC Application Transactions       |  |
| 2021-22                                 | 9,947,500,000                                    |
| 2022-23                                 | 11,500,000,000                                   |
| 2023-24                                 | 13,200,000,000                                   |
| 2024-25                                 | 15,350,000,000                                   |

### 3 – GCMS Environment

Currently, there are approximately 1,000 servers to support the GCMS system. The current use of these servers is broken down as follows:

| GCMS environment | Count  |
|------------------|--|
| Production       | <ul style="list-style-type: none"> <li>- 600 Windows OS</li> <li>- 200 Linux OS</li> <li>- Most servers are VMs</li> </ul> |
| Development      | <ul style="list-style-type: none"> <li>- 200 Windows OS</li> <li>- 100 Linux OS</li> <li>- Most servers are VMs</li> </ul> |

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### **Appendix 3 to Annex A – Indicative Business Rules**

IRCC has developed a set of indicative business rule requirements to be reviewed and verified. A Business Rule is defined as a rule that governs the alerts and notifications. The business rules are to be analyzed by the contractor prior to implementation.

The Indicative Business Rules can be found in Attachment 2 to this contract.

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## Appendix 4 to Annex A – Resource Categories

### PERSONNEL QUALIFICATIONS

Experience levels for each role, is defined as:

- Junior Resource: Less than 5 years of experience
- Intermediate Resource: 5 to 10 years of experience
- Senior Resource: More than 10 years of experience

Minimum role responsibilities are as follows:

| <b>Project Manager</b> |   |
|------------------------|---|
| Description            | a) Manage several Project Managers, each responsible for an element of the project and its associated project team;<br>b) Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;<br>c) Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtain approval thereof;<br>d) Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;<br>e) Report progress of the project on an ongoing basis and at scheduled points in the life cycle;<br>f) Meet in conference with stakeholders and other project managers and state problems in a form capable of being solved;<br>g) Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools; and,<br>h) Project sign-off. |
| Qualifications         | a) A minimum of one (1) year of project management experience in the installation, configuration, testing and implementation of an EFM solution comparable to the one being provided.   |



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### EFM Solution Architect

|                |  |
|----------------|--|
| Description    | <ul style="list-style-type: none"> <li>a) Analyze existing capabilities and requirements, develop redesigned frameworks and recommend areas for improved capability and integration. Develop and document detailed statements of requirements;</li> <li>b) Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary;</li> <li>c) Define and document interfaces of manual to automated operations within application sub-systems, to external systems, and between new and existing systems;</li> <li>d) Prototype potential solutions, provide tradeoff information and suggest recommended courses of action;</li> <li>e) Perform information modelling in support of Business Process Re-engineering (BPR) implementation;</li> <li>f) Perform cost/benefit analysis of implementing new processes and solutions;</li> <li>g) Provide advice in developing and integrating process and information models between business processes to eliminate information and process redundancies; and,</li> <li>h) Provide advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options.</li> </ul> |
| Qualifications | <ul style="list-style-type: none"> <li>a) A minimum of one (1) year of relevant hands-on working experience with the vendor proposed solution.</li> <li>b) A minimum of three (3) years of relevant hands-on working experience with an EFM solution comparable to the one being provided.</li> </ul>  |

### EM Policy / Business System Analyst

|                |  |
|----------------|--|
| Description    | <ul style="list-style-type: none"> <li>a) Develop and document a detailed statement of requirements for the proposed alternative recommended in the preliminary analysis report;</li> <li>b) Perform business analyses of functional requirements to identify information, procedures, and decision flows;</li> <li>c) Evaluate existing procedures and methods, identify and document items such as database content, structure, application sub-systems, and develop data dictionary;</li> <li>d) Define and document interfaces of manual to automated operations within application sub-systems, to external systems, and between new and existing systems;</li> <li>e) Identify candidate business processes for re-design, prototype potential solutions, provide trade-off information and suggest a recommended course of action. Identify modifications to the automated processes; and,</li> <li>f) Support and use the selected departmental methodologies.</li> <li>g) Gather, analyze, and document, as well as translate into technical specifications business requirements; writing technical documents; negotiating business/technical requirements and project schedules with customers and other project team members.</li> </ul> |
| Qualifications | <ul style="list-style-type: none"> <li>a) A minimum of three (3) years of experience conducting business systems analysis for EFM or similar type system implementations.</li> <li>b) A minimum of one (1) year of experience conducting business systems analysis for the vendor proposed solution.</li> </ul>  |

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### System Administrator

|                |  |
|----------------|--|
| Description    | <ul style="list-style-type: none"> <li>a) Install, monitor, upgrade and maintain operating systems;</li> <li>b) Install, monitor, upgrade and maintain hardware and software;</li> <li>c) Work with Business Analysts, Project Managers, Developers, and clients/stakeholders to maintain and improve software performance;</li> <li>d) Apply problem solving skills to troubleshoot and resolve technical problems;</li> <li>e) Ensure timely and reliable system administration procedures, such as backup and/or recovery; and,</li> <li>f) Analyze system performance and recommend improvements.</li> </ul> |
| Qualifications | <ul style="list-style-type: none"> <li>a) A minimum of two (2) years of experience installing, monitoring, upgrading, and maintaining the vendor proposed solution.</li> </ul>   |

### Technical Architect

|                |   |
|----------------|---|
| Description    | <ul style="list-style-type: none"> <li>a) Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements;</li> <li>b) Identify policies and requirements that drive out a particular solution;</li> <li>c) Analyze and evaluate alternative technology solutions to meet business problems;</li> <li>d) Ensure the integration of all aspects of technology solutions;</li> <li>e) Evaluate potential hardware and software options relative to their ability to support specified requirements while taking into consideration their impact on potential and actual bottlenecks, in order to identify ways to optimize system performance; and,</li> <li>f) Review computer software systems and data requirements as well as communication and response needs and determine operating systems and languages needed to support them.</li> </ul> |
| Qualifications | <ul style="list-style-type: none"> <li>a) A minimum of two (2) years of relevant hands-on working experience with the vendor proposed solution.</li> </ul>  |

### Programmer / Developer

|                |  |
|----------------|--|
| Description    | <ul style="list-style-type: none"> <li>a) Create and modify code and software;</li> <li>b) Create and modify screens and reports;</li> <li>c) Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications;</li> <li>d) Design methods and procedures for small computer systems, and sub-systems of larger systems;</li> <li>e) Develop, test and implement small computer systems, and sub-systems of larger systems; and,</li> <li>f) Produce forms, manuals, programs, data files, and procedures for systems and/or applications.</li> </ul> |
| Qualifications | <ul style="list-style-type: none"> <li>a) A minimum of two (2) years of relevant hands-on working experience as a programmer/developer with the vendor proposed solution or an EFM solution comparable to the one being provided.</li> </ul>   |

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### Database Analyst

|                |  |
|----------------|--|
| Description    | <ul style="list-style-type: none"> <li>a) Define new database structures;</li> <li>b) Define data conversion strategy;</li> <li>c) Define database conversion specifications;</li> <li>d) Finalize conversion strategy;</li> <li>e) Work collaboratively with the users in order to maintain and safeguard the database;</li> <li>f) Identify requirements for improvements to existing databases by determining users' information requirements and system performance and functional requirements;</li> <li>g) Develop and implement procedures that will ensure the accuracy, completeness, and timeliness of data stored in the database; and,</li> <li>h) Advise programmers, analysts, and users about the efficient use of data.</li> </ul> |
| Qualifications | <ul style="list-style-type: none"> <li>a) A minimum of two (2) years of relevant hands-on working experience as a database analyst with the vendor proposed solution or an EFM solution comparable to the one being provided.</li> </ul>   |

### Training Specialist

|                |   |
|----------------|---|
| Description    | <ul style="list-style-type: none"> <li>a) Assess the relevant characteristics of a target audience;</li> <li>b) Prepare Authorized-Users for implementation of courseware materials;</li> <li>c) Conduct training courses; and,</li> <li>d) Communicate effectively by visual, oral, and written form with individuals, small groups, and in front of large audiences.</li> </ul> |
| Qualifications | <ul style="list-style-type: none"> <li>a) A minimum of one (1) year of relevant experience training clients in the proposed vendor solution or an EFM solution comparable to the one being provided.</li> </ul>   |

### QA Analyst

|                |   |
|----------------|---|
| Description    | <ul style="list-style-type: none"> <li>a) Lead development of test plans, test scripts and test data;</li> <li>b) Participate in functional and technical design reviews, perform integration/functional and system testing, and verify test results;</li> <li>c) Identify and document software defects;</li> <li>d) Participate with other project resources to resolve defects; and,</li> <li>e) Perform regression testing of software applications.</li> </ul> |
| Qualifications | <ul style="list-style-type: none"> <li>a) A minimum of one (1) year of relevant hands-on working experience with the vendor proposed solution.</li> <li>b) A minimum of two (2) years of relevant hands-on working experience with an EFM solution comparable to the one being provided.</li> </ul>   |

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## Testing Specialist

|                |   |
|----------------|---|
| Description    | <ul style="list-style-type: none"> <li>a) Test planning and coordination;</li> <li>b) Supervision of testing in accordance with the plan;</li> <li>c) Management and monitoring of test plans for all levels of testing;</li> <li>d) Management of walkthroughs and reviews related to testing and implementation readiness;</li> <li>e) Status reporting;</li> <li>f) Developing test scenarios and test scripts;</li> <li>g) Establishing and maintaining source and object code libraries for a multi-platform, multi-operating system environment;</li> <li>h) Establishing software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures;</li> <li>i) Establishing and operating "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. For performance, compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure; and,</li> <li>j) Establishing a validation and verification capability which assumes functional and performance compliance.</li> </ul> |
| Qualifications | <ul style="list-style-type: none"> <li>a) A minimum of one (1) year of relevant hands-on working experience with the vendor proposed solution.</li> <li>b) A minimum of two (2) years of relevant hands-on working experience with an EFM solution comparable to the one being provided.</li> </ul>   |

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## Appendix 5 to Annex A – IRCC High Level IT Infrastructure

The IRCC/SSC computing infrastructure is comprised of the Linux and Windows operating systems and the distributed computing environment based on Windows operating system. This document describes each environment at a high level along with network, and hardware requirements that need to be met in order to run on IRCC/SSC's standard computing infrastructure.

### STORAGE ENVIRONMENT

- a) SSC has a large service hosting environment at each Enterprise Data Center (EDC). This environment provides all SSC managed services (networking, security, directory services, authentication...)
- b) The SSC EDC hosting environments are configured to use new dedicated Government of Canada services, such as the federated directory services used for all user/group/computer management.
- c) The SSC EDC's services are managed by dedicated SSC personnel and applications specific to that EDC.
- d) IRCC data is housed within SSC Enterprise Data Centers.
- e) The data is accessed with the use of the Government of Canada community cloud (1 Gbps SMS) via virtual routing and forwarding.

### NETWORK ENVIRONMENT

- a) All of IRCC's infrastructure is owned and managed by SSC
- b) All of IRCC's servers (Hardware) are owned and managed by SSC
- c) All of IRCC's servers (Operating System) are managed by SSC
- d) All of IRCC's servers (Applications) are owned and managed by IRCC
- e) **Domestic:**
  - i. Partner Organisations use a mix of PTP links (ex: RCMP), SMS links (ex: CBSA) and IPSEC Tunnels over SMS (ex: PPTC) to connect to the IRCC network.
  - ii. ALL IRCC Infrastructure owned and/or managed by SSC
- f) **International:**  
Owned by GAC managed by SSC. IRCC employees connect through IPSEC Tunnel and https/CITRIX to run applications

### NETWORK TAPS

Physical network TAPs are Netscout: Model 340-1094.

Additional details: HD Fiber Tap, 1 Line/Link Fiber, 60/40, 50um, MM, 1U, LC

Virtual network TAPs are Netscout: Model VSTREAM-0-008-5M.

The Contractor will not be responsible for the installation of network TAPs. TAPs will be installed at the Enterprise Data Center (EDC).

### DESKTOP ENVIRONMENT

#### Hardware:

Desktop: CPU=i3, Mem=8GB, Disk=500GB, Laptop: CPU=i5 dual core, Mem=8GB, Disk=250GB, Tablet: CPU=i5 dual core, Mem=8GB, Disk=250GB. Evergreening is on a 5 year refresh cycle for computers. Procurement via SSC for roughly 2000/machines/year. Monitors are on an 8 year refresh cycle. 80% of IRCC employees have dual monitor configurations

#### Software:

Windows 10 Enterprise, Microsoft Office 2013, Symantec for Antivirus and McAfee for DLP, Java v8 is installed on all IRCC desktops because there are ~30 internal applications and TBS provided applications that require Java. Internet Explorer 11 is the IRCC standard browser for all Corporate Applications. Chrome is supported for internet and GCMS use.

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## ANNEX A - GEOGRAPHIC DISTRIBUTION

12 Metropolitan Area Networks covering all 10 provinces and 2 territories.

- 617 Network objects.
- 950 Servers (Windows, Linux and other)
- 11000 Workstations (rough estimate)
  - o Nova Scotia
    - Halifax ( 5 network objects)
    - Sydney ( 2 network objects)
  - o Prince Edward Island
    - Charlottetown ( 1 network object)
  - o New Brunswick
    - Fredericton ( 11 network objects)
    - Moncton (12 network objects)
  - o Newfoundland & Labrador
    - St-John's ( 7 network objects)
  - o Quebec
    - Montreal ( 63 network objects)
    - Gatineau ( 18 network objects)
  - o Ontario
    - NCR ( 294 network objects)
    - Southern Ontario ( 95 network objects)
  - o Manitoba
    - Winnipeg ( 17 network objects)
  - o Saskatchewan
    - Saskatoon ( 9 network objects)
  - o Alberta
    - Edmonton ( 3 network objects)
    - Calgary ( 14 network objects)
  - o British Columbia
    - Greater Vancouver ( 46 network objects)
  - o Yukon
    - Whitehorse ( 2 network objects)
  - o Northwest Territories
    - Yellowknife ( 18 network objects)

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**is withheld pursuant to section  
est retenue en vertu de l'article**

**16(2)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

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## ANNEX B

### BASIS OF PAYMENT

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#### 1. INITIAL REQUIREMENT

##### 1.1. Firm Requirements

##### 1.1.1. Wave 1 Implementation

| Wave 1 Implementation |  |                 |                   |
|-----------------------|--|-----------------|-------------------|
| Item                  | Milestone Description                      | Timeline        | Milestone Payment |
| 1                     | Milestone 1 – Completion of WP1 to WP2     | End of Period 2 |                   |
| 2                     | Milestone 2 – Completion of WP3.1 to WP3.3 | Mid of Period 5 |                   |
| 3                     | Milestone 3 – Completion of WP3.4 to WP5   | End of Period 6 |                   |
| 4                     | Milestone 4 – Completion of WP6 to WP7     | End of Period 8 |                   |
| Wave 1 Total:         |  |                 | \$2,640,000.00    |

##### 1.1.2. EFM Solution Software Licenses

For the Non-Network Tap Software of the EFM Solution:

| EFM Solution Software Licenses |  |                          |                |
|--------------------------------|--|--------------------------|----------------|
| Item                           | Description  | Authorized-User Licenses | Firm Lot Price |
| 1                              | EFM Solution Software License including: Warranty (1 year), Annual Maintenance and Support and Technical Support |                          |                |
| 2                              | *EFM Solution Annual Maintenance and Support and Technical Support Year 1  |                          |                |

*\* For the EFM Solution Annual Maintenance and Support and Technical Support Year 1, following Wave 1 Implementation Canada will pay an amount based on the firm annual price divided by 365 days and then multiplied by the number of days to the final day of the first contract year. In any subsequent year in which Canada exercises its option to obtain Maintenance, the full amount will apply on the existing Licensed Software.*



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### 1.1.3. Software Maintenance and Support for the Licensed Software

| EFM Solution Software Requirements Maintenance and Support |  |                          |                   |                   |
|--|--|--------------------------|-------------------|-------------------|
| Item   | Description  | Authorized-User Licenses | Firm Price Year 2 | Firm Price Year 3 |
| 1  | EFM Solution Software Annual Maintenance and Support and Technical Support |                          |                   |                   |

## 1.2. As and When Requested Services (Task Authorizations)

### 1.2.1. Training (On an as and when requested basis)

| Training |   |                          |  |              |              |              |
|----------|---|--------------------------|--|--------------|--------------|--------------|
| Item     | Course Description  | Format                   | Unit                                     | Price Year 1 | Price Year 2 | Price Year 3 |
| 1        | EFM Solution User   | Online                   | Cost per person                          |              |              |              |
| 2        | EFM Solution User (English or French)                       | Classroom (GoC premises) | Cost per session (up to 15 participants) |              |              |              |
| 3        | EFM Solution Administration                                 | Online                   | Cost per person                          |              |              |              |
| 4        | EFM Solution Administration (English or French)             | Classroom (GoC premises) | Cost per session (up to 10 participants) |              |              |              |
| 5        | EFM Solution Business Rules Development                     | Online                   | Cost per person                          |              |              |              |
| 6        | EFM Solution Business Rules Development (English or French) | Classroom (GoC premises) | Cost per session (up to 10 participants) |              |              |              |

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### 1.2.2. Professional Services (On an as and when requested basis)

A portion of the Work to be performed under the Contract may be required on an "as and when requested basis" using a Task Authorization (TA).

The All Inclusive Daily Fixed Rates quoted below are firm for the periods specified commencing on Contract Award.

| Professional Services |  |                      |                      |                      |
|-----------------------|--|----------------------|----------------------|----------------------|
| Item                  | Service Category   | Per diem rate Year 1 | Per diem rate Year 2 | Per diem rate Year 3 |
| 1                     | Project Manager Senior                                     |                      |                      |                      |
| 2                     | Project Manager Intermediate                               |                      |                      |                      |
| 3                     | EFM Solution Architect Senior                              |                      |                      |                      |
| 4                     | EFM Solution Architect Intermediate                        |                      |                      |                      |
| 5                     | EFM Policy Specialist/Business System Analyst Senior       |                      |                      |                      |
| 6                     | EFM Policy Specialist/Business System Analyst Intermediate |                      |                      |                      |
| 7                     | System Administrator Senior                                |                      |                      |                      |
| 8                     | System Administrator Intermediate                          |                      |                      |                      |
| 9                     | Technical Architect Senior                                 |                      |                      |                      |
| 10                    | Technical Architect Intermediate                           |                      |                      |                      |
| 11                    | Programmer / Developer Senior                              |                      |                      |                      |
| 12                    | Programmer / Developer Intermediate                        |                      |                      |                      |
| 13                    | Programmer / Developer Junior                              |                      |                      |                      |
| 14                    | Database Analyst Senior                                    |                      |                      |                      |
| 15                    | Database Analyst Intermediate                              |                      |                      |                      |
| 16                    | Database Analyst Junior                                    |                      |                      |                      |
| 17                    | Training Specialist Intermediate                           |                      |                      |                      |
| 18                    | Quality Assurance Analyst Senior                           |                      |                      |                      |
| 19                    | Quality Assurance Analyst Intermediate                     |                      |                      |                      |
| 20                    | Quality Assurance Analyst Junior                           |                      |                      |                      |
| 21                    | Testing Specialist Senior                                  |                      |                      |                      |
| 22                    | Testing Specialist Intermediate                            |                      |                      |                      |
| 23                    | Testing Specialist Junior                                  |                      |                      |                      |

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### 1.3 Optional Additional EFM Solution Software Licenses & Maintenance and Support

#### 1.3.1 Optional Additional EFM Solution Software Licenses

| Optional Additional EFM Solution Software Licenses |  |                                    |              |              |              |
|--|--|------------------------------------|--------------|--------------|--------------|
| Item   | Description  | Authorized-User Licenses Increment | Price Year 1 | Price Year 2 | Price Year 3 |
| 1  | EFM Solution Software License including: Warranty (1 year), Annual Maintenance and Support and Technical Support |                                    |              |              |              |

#### 1.3.2 Optional Additional EFM Solution Software Maintenance and Support

| Optional Additional EFM Solution Software Maintenance and Support |   |                                    |              |              |
|---|---|------------------------------------|--------------|--------------|
| Item  | Description                                   | Authorized-User Licenses Increment | Price Year 2 | Price Year 3 |
| 1   | EFM Solution Software Maintenance and Support |                                    |              |              |

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## 2. EFM SOLUTION OPTION PERIODS

### 2.1. Optional EFM Solution Software Maintenance & Support

For fulfilling all of its obligations for maintenance and support for the non-network-tap EFM Solution software, the Contractor shall be paid an annual firm price as per the table below, in accordance with the Terms of Payment and Invoicing clauses identified herein, DDP (Delivered Duty Paid) to the delivery destination specified in this Contract, Customs Duty and Excise taxes included, packaging and shipping included, GST/HST extra.

| EFM Solution Software Requirements Maintenance and Support |  |                      |               |               |               |               |               |               |               |
|--|--|----------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Item   | Description  | Authorized<br>-Users | Price         |               |               |               |               |               |               |
|  |  |                      | Option Year 1 | Option Year 2 | Option Year 3 | Option Year 4 | Option Year 5 | Option Year 6 | Option Year 7 |
| 1  | EFM Solution Software Annual Maintenance and Support and Technical Support |                      |               |               |               |               |               |               |               |

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## 2.2. Optional As and When Requested Services (Task Authorizations)

### 2.2.1 Training (On an as and when requested basis)

| Optional Training |   |                          |  |               |               |               |               |               |               |               |
|-------------------|---|--------------------------|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Item              | Course Description                      | Format                   | Unit                                     | Price         |               |               |               |               |               |               |
|                   |   |                          |  | Option Year 1 | Option Year 2 | Option Year 3 | Option Year 4 | Option Year 5 | Option Year 6 | Option Year 7 |
| 1                 | EFM Solution User                       | Online                   | Cost per person                          |               |               |               |               |               |               |               |
| 2                 | EFM Solution User                       | Classroom (GoC premises) | Cost per session (up to 15 participants) |               |               |               |               |               |               |               |
| 3                 | EFM Solution Administration             | Online                   | Cost per person                          |               |               |               |               |               |               |               |
| 4                 | EFM Solution Administration             | Classroom (GoC premises) | Cost per session (up to 10 participants) |               |               |               |               |               |               |               |
| 5                 | EFM Solution Business Rules Development | Online                   | Cost per person                          |               |               |               |               |               |               |               |
| 6                 | EFM Solution Business Rules Development | Classroom                | Cost per session (up to 10 participants) |               |               |               |               |               |               |               |

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## 2.2.2 Professional Services (On an as and when requested basis)

| Optional Professional Services |   |              |                |               |               |               |               |               |               |
|--------------------------------|---|--------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Item                           | Service Category                              | Level        | Per Diem Rates |               |               |               |               |               |               |
|                                |   |              | Option Year 1  | Option Year 2 | Option Year 3 | Option Year 4 | Option Year 5 | Option Year 6 | Option Year 7 |
| 1                              | Project Manager                               | Senior       |                |               |               |               |               |               |               |
| 2                              | Project Manager                               | Intermediate |                |               |               |               |               |               |               |
| 3                              | EFM Solution Architect                        | Senior       |                |               |               |               |               |               |               |
| 4                              | EFM Solution Architect                        | Intermediate |                |               |               |               |               |               |               |
| 5                              | EFM Policy Specialist/Business System Analyst | Senior       |                |               |               |               |               |               |               |
| 6                              | EFM Policy Specialist/Business System Analyst | Intermediate |                |               |               |               |               |               |               |
| 7                              | System Administrator                          | Senior       |                |               |               |               |               |               |               |
| 8                              | System Administrator                          | Intermediate |                |               |               |               |               |               |               |
| 9                              | Technical Architect                           | Senior       |                |               |               |               |               |               |               |
| 10                             | Technical Architect                           | Intermediate |                |               |               |               |               |               |               |
| 11                             | Programmer / Developer                        | Senior       |                |               |               |               |               |               |               |
| 12                             | Programmer / Developer                        | Intermediate |                |               |               |               |               |               |               |
| 13                             | Programmer / Developer                        | Junior       |                |               |               |               |               |               |               |
| 14                             | Database Analyst                              | Senior       |                |               |               |               |               |               |               |

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| Optional Professional Services |                           |              |                |               |               |               |               |               |               |
|--------------------------------|---------------------------|--------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Item                           | Service Category          | Level        | Per Diem Rates |               |               |               |               |               |               |
|                                |                           |              | Option Year 1  | Option Year 2 | Option Year 3 | Option Year 4 | Option Year 5 | Option Year 6 | Option Year 7 |
| 15                             | Database Analyst          | Intermediate |                |               |               |               |               |               |               |
| 16                             | Database Analyst          | Junior       |                |               |               |               |               |               |               |
| 17                             | Training Specialist       | Intermediate |                |               |               |               |               |               |               |
| 18                             | Quality Assurance Analyst | Senior       |                |               |               |               |               |               |               |
| 19                             | Quality Assurance Analyst | Intermediate |                |               |               |               |               |               |               |
| 20                             | Quality Assurance Analyst | Junior       |                |               |               |               |               |               |               |
| 21                             | Testing Specialist        | Senior       |                |               |               |               |               |               |               |
| 22                             | Testing Specialist        | Intermediate |                |               |               |               |               |               |               |
| 23                             | Testing Specialist        | Junior       |                |               |               |               |               |               |               |

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### 3. OPTIONAL ADDITIONAL EFM SOLUTION SOFTWARE REQUIREMENTS

#### 3.1. Optional Additional EFM Solution Software Licenses

| Optional Additional EFM Solution Software Licenses |  |                            |               |               |               |               |               |               |               |
|--|--|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Item   | Description  | Authorized-Users Increment | Price         |               |               |               |               |               |               |
|  |  |                            | Option Year 1 | Option Year 2 | Option Year 3 | Option Year 4 | Option Year 5 | Option Year 6 | Option Year 7 |
| 1  | EFM Solution Software License including: Warranty (1 year), Annual Maintenance and Support and Technical Support |                            |               |               |               |               |               |               |               |

#### 3.2. Additional EFM Solution Licenses Maintenance and Support

| Optional Additional EFM Solution Software License Maintenance and Support |  |                            |               |               |               |               |               |               |               |
|---|--|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Item  | Description  | Authorized-Users Increment | Price         |               |               |               |               |               |               |
|   |  |                            | Option Year 1 | Option Year 2 | Option Year 3 | Option Year 4 | Option Year 5 | Option Year 6 | Option Year 7 |
| 1   | EFM Solution Software Annual Maintenance and Support and Technical Support |                            |               |               |               |               |               |               |               |



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## ANNEX C

### SECURITY REQUIREMENTS CHECK LIST



Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat

20190250

Security Classification / Classification de sécurité

Unclassified

SECURITY REQUIREMENTS CHECK LIST (SRCL)

LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

| PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE   |   |   |
|--|---|---|
| 1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine   |   | 2. Branch or Directorate / Direction générale ou Direction                                    |
| IRCC   |   | PROJECTS BRANCH   |
| 3. a) Subcontract Number / Numéro du contrat de sous-traitance   |   | 3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant                     |
| 4. Brief Description of Work / Brève description du travail  |   |   |
| PROCUREMENT AND IMPLEMENTATION OF AN ENTERPRISE FRAUD AND MISUSE MANAGEMENT (EFM) SOLUTION.  |   |   |
| 5. a) Will the supplier require access to Controlled Goods? / Le fournisseur aura-t-il accès à des marchandises contrôlées?  |   | <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui               |
| 5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? / Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?  |   | <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui               |
| 6. Indicate the type of access required / Indiquer le type d'accès requis  |   |   |
| 6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? / Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) / (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)                                    |   | <input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui               |
| 6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. / Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. |   | <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui               |
| 6. c) Is this a commercial courier or delivery requirement with no overnight storage? / S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?   |   | <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui               |
| 7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès   |   |   |
| Canada <input checked="" type="checkbox"/>   | NATO / OTAN <input type="checkbox"/>                                  | Foreign / Étranger <input type="checkbox"/>   |
| 7. b) Release restrictions / Restrictions relatives à la diffusion   |   |   |
| No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>   | All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/> | No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/> |
| Not releasable / À ne pas diffuser <input type="checkbox"/>  |   |   |
| Restricted to: / Limité à: <input type="checkbox"/>  | Restricted to: / Limité à: <input type="checkbox"/>                   | Restricted to: / Limité à: <input type="checkbox"/>   |
| Specify country(ies): / Préciser le(s) pays:   | Specify country(ies): / Préciser le(s) pays:                          | Specify country(ies): / Préciser le(s) pays:  |
| 7. c) Level of information / Niveau d'information  |   |   |
| PROTECTED A / PROTÉGÉ A <input type="checkbox"/>   | NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>       | PROTECTED A / PROTÉGÉ A <input type="checkbox"/>  |
| PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>  | NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>  | PROTECTED B / PROTÉGÉ B <input type="checkbox"/>  |
| PROTECTED C / PROTÉGÉ C <input type="checkbox"/>   | NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>        | PROTECTED C / PROTÉGÉ C <input type="checkbox"/>  |
| CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>   | NATO SECRET / NATO SECRET <input type="checkbox"/>                    | CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>  |
| SECRET <input type="checkbox"/>  | COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>       | SECRET <input type="checkbox"/>   |
| TOP SECRET / TRÈS SECRET <input type="checkbox"/>  |   | TOP SECRET / TRÈS SECRET <input type="checkbox"/>   |
| TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>  |   | TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>                           |

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité

Unclassified

Canada



Gouvernement  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat

2019 0250

Security Classification / Classification de sécurité

Unclassified

**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?

Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?

☒ No ☐ Yes  
Non Oui

If Yes, indicate the level of sensitivity:

Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?

Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?

☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

- |   |   |   |  |
|---|---|---|--|
| <input checked="" type="checkbox"/> RELIABILITY STATUS<br>COTE DE FIABILITÉ | <input type="checkbox"/> CONFIDENTIAL<br>CONFIDENTIEL           | <input type="checkbox"/> SECRET<br>SECRET           | <input type="checkbox"/> TOP SECRET<br>TRÈS SECRET               |
| <input type="checkbox"/> TOP SECRET - SIGINT<br>TRÈS SECRET - SIGINT        | <input type="checkbox"/> NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET<br>NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET<br>COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS<br>ACCÈS AUX EMPLACEMENTS              |   |   |  |

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?

Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?

☒ No ☐ Yes  
Non Oui

If Yes, will unscreened personnel be escorted?

Dans l'affirmative, le personnel en question sera-t-il escorté?

☐ No ☐ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?

Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?

☒ No ☐ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?

Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?

☒ No ☐ Yes  
Non Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?

Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?

☒ No ☐ Yes  
Non Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?

Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?

☒ No ☐ Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?

Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?

☒ No ☐ Yes  
Non Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité

Unclassified

Canada



Government of Canada / Gouvernement du Canada

|   |
|---|
| Contract Number / Numéro du contrat<br><b>2019 0250</b>                     |
| Security Classification / Classification de sécurité<br><b>Unclassified</b> |

**PART D - AUTHORIZATION / PARTIE D - AUTORISATION**

**13. Organization Project Authority / Chargé de projet de l'organisme**

|   |  |   |
|---|--|---|
| Name (print) - Nom (en lettres moulées)<br><b>Ralph Bishop.</b> | Title - Titre<br><b>OG-Projects Branch</b> | Signature<br>   |
| Telephone No. - N° de téléphone<br><b>613-437-6643</b>          | Facsimile No. - N° de télécopieur          | E-mail address - Adresse courriel<br><b>Ralph.Bishop@cc.gc.ca</b> |
|   |  | Date<br><b>March 7, 2019</b>                                      |

**14. Organization Security Authority / Responsable de la sécurité de l'organisme**

|   |  |  |
|---|--|--|
| Name (print) - Nom (en lettres moulées)<br><b>Nigel Charles</b> | Title - Titre<br><b>Security Officer</b>                 | Signature<br>  |
| Telephone No. - N° de téléphone<br><b>613-437-7877</b>          | Facsimile No. - N° de télécopieur<br><b>613-454-9477</b> | E-mail address - Adresse courriel<br><b>nigel.charles@cc.gc.ca</b> |
|   |  | Date<br><b>11 March 2019</b>                                       |

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? / Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes? ☒ No / Non ☐ Yes / Oui

**16. Procurement Officer / Agent d'approvisionnement**

|   |                                   |                                   |
|---|-----------------------------------|-----------------------------------|
| Name (print) - Nom (en lettres moulées) | Title - Titre                     | Signature                         |
| Telephone No. - N° de téléphone         | Facsimile No. - N° de télécopieur | E-mail address - Adresse courriel |
|   |                                   | Date                              |

**17. Contracting Security Authority / Autorité contractante en matière de sécurité**

|   |                |                                     |  |
|---|----------------|-------------------------------------|--|
| Name (print) - Nom (en lettres moulées)<br><b>Denis Lecompte</b><br>Contract Security Officer, Contract Security Division<br><a href="mailto:denis.lecompte@tpsgc-pwgsc.gc.ca">denis.lecompte@tpsgc-pwgsc.gc.ca</a> | Title - Titre  | Signature<br><b>Lecompte, Denis</b> | Digitally signed by<br>Lecompte, Denis<br>Date: 2019.04.10 12:51:32<br>-04'00' |
| Telephone<br><b>Tel/Tél 613-952-7907</b>  | de télécopieur | E-mail address - Adresse courriel   | Date   |



Government of Canada  
Gouvernement du Canada

|   |
|---|
| Contract Number / Numéro du contrat<br><b>20190750</b>                      |
| Security Classification / Classification de sécurité<br><b>Unclassified</b> |

**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

| Category<br>Catégorie  | PROTECTED<br>PROTÉGÉ |   |   | CLASSIFIED<br>CLASSIFIÉ      |        |                           | NATO   |  |             |   | COMSEC               |   |   |                              |        |                           |
|--|----------------------|---|---|------------------------------|--------|---------------------------|--|--|-------------|---|----------------------|---|---|------------------------------|--------|---------------------------|
|  | A                    | B | C | CONFIDENTIAL<br>CONFIDENTIEL | SECRET | TOP SECRET<br>TRÈS SECRET | NATO RESTRICTED<br>NATO DIFFUSION RESTREINTE | NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | NATO SECRET | COSMIC TOP SECRET<br>COSMIC TRÈS SECRET | PROTECTED<br>PROTÉGÉ |   |   | CONFIDENTIAL<br>CONFIDENTIEL | SECRET | TOP SECRET<br>TRÈS SECRET |
|  |                      |   |   |                              |        |                           |  |  |             |   | A                    | B | C |                              |        |                           |
| Information / Assets<br>Renseignements / Biens<br>Production |                      |   |   |                              |        |                           |  |  |             |   |                      |   |   |                              |        |                           |
| IT Media /<br>Support TI                                     |                      |   |   |                              |        |                           |  |  |             |   |                      |   |   |                              |        |                           |
| IT Link /<br>Lien électronique                               |                      |   |   |                              |        |                           |  |  |             |   |                      |   |   |                              |        |                           |

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non ☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non ☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

Solicitation No. - N° de l'invitation

B7310-190250/B

Client Ref. No. - N° de réf. du client

B7310-190250

Amd. No. - N° de la modif.

File No. - N° du dossier

.

Buyer ID - Id de l'acheteur

067EE

CCC No./N° CCC - FMS No./N° VME

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## ANNEX D

### ELECTRONIC PAYMENT INSTRUMENTS

The Bidder accepts to be paid by any of the following Electronic Payment Instrument(s):

- ( ) VISA Acquisition Card;
- ( ) MasterCard Acquisition Card;
- (X) Direct Deposit (Domestic and International);
- (X) Electronic Data Interchange (EDI);
- (X) Wire Transfer (International Only);
- (X) Large Value Transfer System (LVTS) (Over \$25M)

Solicitation No. - N° de l'invitation  
 B7310-190250/B  
 Client Ref. No. - N° de réf. du client  
 B7310-190250

Amd. No. - N° de la modif.  
 File No. - N° du dossier  
 .

Buyer ID - Id de l'acheteur  
 067EE  
 CCC No./N° CCC - FMS No./N° VME

## ANNEX E

### FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) – Labour's website](#).

Date: \_\_\_\_\_ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- ☐ A1. The Bidder certifies having no work force in Canada.
- ☐ A2. The Bidder certifies being a public sector employer.
- ☐ A3. The Bidder certifies being a federally regulated employer being subject to the Employment Equity Act.
- ☐ A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.

A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

- ☒ A5.1. The Bidder certifies already having a valid and current Agreement to Implement Employment Equity (AIEE) in place with ESDC-Labour.

OR

- ☐ A5.2. The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- ☒ B1. The Bidder is not a Joint Venture.

OR

- ☐ B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)

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File No. - N° du dossier

.

Buyer ID - Id de l'acheteur

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## ANNEX F

### TASK AUTHORIZATION FORM PWGSC-TPSGC 572



## Task Authorization Autorisation de tâche

**Instruction for completing the form PWGSC - TPSGC 572 - Task Authorization**  
*(Use form DND 626 for contracts for the Department of National Defence)*

**Contract Number**

Enter the PWGSC contract number.

**Contractor's Name and Address**

Enter the applicable information

**Security Requirements**

Enter the applicable requirements

**Total estimated cost of Task (Applicable taxes extra)**

Enter the amount

**For revision only**

**TA Revision Number**

Enter the revision number to the task, if applicable.

**Total Estimated Cost of Task (Applicable taxes extra) before the revision**

Enter the amount of the task indicated in the authorized TA or, if the task was previously revised, in the last TA revision.

**Increase or Decrease (Applicable taxes extra), as applicable**

As applicable, enter the amount of the increase or decrease to the Total Estimated Cost of Task (Applicable taxes extra) before the revision.

**1. Required Work: Complete sections A, B, C, and D, as required.**

**A. Task Description of the Work required:**

Complete the following paragraphs, if applicable.  
 Paragraph (a) applies only if there is a revision to an authorized task.

(a) Reason for revision of TA, if applicable:  
 Include the reason for the revision; i.e. revised activities; delivery/completion dates; revised costs. Revisions to TAs must be in accordance with the conditions of the contract. See Supply Manual 3.35.1.50 or paragraph 6 of the Guide to Preparing and Administering Task Authorizations.

(b) Details of the activities to be performed (include as an attachment, if applicable)

(c) Description of the deliverables to be submitted (include as an attachment, if applicable).

(d) Completion dates for the major activities and/or submission dates for the deliverables (include as an attachment, if applicable).

**Instruction pour compléter le formulaire PWGSC - TPSGC 572 - Autorisation de tâche**  
*(Utiliser le formulaire DND 626 pour les contrats pour le ministère de la Défense)*

**Numéro du contrat**

Inscrire le numéro du contrat de TPSGC.

**Nom et adresse de l'entrepreneur**

Inscrire les informations pertinentes

**Exigences relatives à la sécurité**

Inscrire les exigences pertinentes

**Coût total estimatif de la tâche (Taxes applicables en sus)**

Inscrire le montant

**Aux fins de révision seulement**

**Numéro de la révision de l'AT**

Inscrire le numéro de révision de la tâche, s'il y a lieu.

**Coût total estimatif de la tâche (Taxes applicables en sus) avant la révision**

Inscrire le montant de la tâche indiquée dans l'AT autorisée ou, si la tâche a été révisée précédemment, dans la dernière révision de l'AT.

**Augmentation ou réduction (Taxes applicables en sus), s'il y a lieu**

S'il y a lieu, inscrire le montant de l'augmentation ou de la réduction du Coût total estimatif de la tâche (Taxes applicables en sus) avant la révision.

**1. Travaux requis : Remplir les sections A, B, C et D, au besoin.**

**A. Description de tâche des travaux requis :**

Remplir les alinéas suivants, s'il y a lieu : L'alinéa (a) s'applique seulement s'il y a révision à une tâche autorisée.

(a) Motif de la révision de l'AT, s'il y a lieu : Inclure le motif de la révision c.-à.-d., les activités révisées, les dates de livraison ou d'achèvement, les coûts révisés. Les révisions apportées aux AT doivent respecter les conditions du contrat. Voir l'article 3.35.1.50 du Guide des approvisionnements ou l'alinéa 6 du Guide sur la préparation et l'administration des autorisations de tâches.

(b) Détails des activités à exécuter (joindre comme annexe, s'il y a lieu).

(c) Description des produits à livrer (joindre comme annexe, s'il y a lieu).

(d) Les dates d'achèvement des activités principales et (ou) les dates de livraison des produits (joindre comme annexe, s'il y a lieu).

---

### **B. Basis of Payment:**

Insert the basis of payment or bases of payment that form part of the contract that are applicable to the task description of the work; e.g. firm lot price, limitation of expenditure, firm unit price

### **C. Cost of Task:**

#### **Insert Option 1 or 2:**

#### **Option 1:**

Total estimated cost of Task (Applicable taxes extra): Insert the applicable cost elements for the task determined in accordance with the contract basis of payment; e.g. Labour categories and rates, level of effort, Travel and living expenses, and other direct costs.

#### **Option 2:**

Total cost of Task (Applicable taxes extra): Insert the firm unit price in accordance with the contract basis of payment and the total estimated cost of the task.

### **D. Method of Payment**

Insert the method(s) of payment determined in accordance with the contract that are applicable to the task; i.e. single payment, multiple payments, progress payments or milestone payments. For milestone payments, include a schedule of milestones.

### **B. Base de paiement :**

Insérer la base ou les bases de paiement qui font partie du contrat qui sont applicables à la description du travail à exécuter : p. ex., prix de lot ferme, limitation des dépenses et prix unitaire ferme.

### **C. Coût de la tâche :**

#### **Insérer l'option 1 ou 2**

#### **Option 1 :**

Coût total estimatif de la tâche (Taxes applicables en sus) Insérer les éléments applicables du coût de la tâche établies conformément à la base de paiement du contrat. p. ex., les catégories de main d'œuvre, le niveau d'effort, les frais de déplacement et de séjour et autres coûts directs.

#### **Option 2 :**

Coût total de la tâche (Taxes applicables en sus) : Insérer le prix unitaire ferme conformément à la base de paiement du contrat et le coût estimatif de la tâche.

### **D. Méthode de paiement**

Insérer la ou les méthode(s) de paiement établit conformément au contrat et qui sont applicable(s) à la tâche; c.-à.-d., paiement unique, paiements multiples, paiements progressifs ou paiements d'étape. Pour ces derniers, joindre un calendrier des étapes.

---

## **2. Authorization(s):**

The client and/or PWGSC must authorize the task by signing the Task Authorization in accordance with the conditions of the contract. The applicable signatures and the date of the signatures is subject to the TA limits set in the contract. When the estimate of cost exceeds the client Task Authorization's limits, the task must be referred to PWGSC.

## **3. Contractor's Signature**

The individual authorized to sign on behalf of the Contractor must sign and date the TA authorized by the client and/or PWGSC and provide the signed original and a copy as detailed in the contract.

---

## **2. Autorisation(s) :**

Le client et (ou) TPSGC doivent autoriser la tâche en signant l'autorisation de tâche conformément aux conditions du contrat. Les signatures et la date des signatures appropriées sont assujetties aux limites d'autorisation de tâche établies dans le contrat. Lorsque l'estimation du coût dépasse les limites d'autorisation de tâches du client, la tâche doit être renvoyée à TPSGC.

## **3. Signature de l'entrepreneur**

La personne autorisée à signer au nom de l'entrepreneur doit signer et dater l'AT, autorisée par le client et (ou) TPSGC et soumettre l'original signé de l'autorisation et une copie tel que décrit au contrat.

---



## Task Authorization Autorisation de tâche

Contract Number - Numéro du contrat

|  |  |
|--|--|
| Contractor's Name and Address - Nom et l'adresse de l'entrepreneur   | Task Authorization (TA) No. - N° de l'autorisation de tâche (AT)   |
|  | Title of the task, if applicable - Titre de la tâche, s'il y a lieu  |
|  | Total Estimated Cost of Task (Applicable taxes extra)<br>Coût total estimatif de la tâche (Taxes applicables en sus)<br>\$ |
| Security Requirements: This task includes security requirements<br>Exigences relatives à la sécurité : Cette tâche comprend des exigences relatives à la sécurité<br><input type="checkbox"/> No - Non <input type="checkbox"/> Yes - Oui    If YES, refer to the Security Requirements Checklist (SRCL) included in the Contract<br>Si OUI, voir la Liste de vérification des exigences relative à la sécurité (LVERS) dans le contrat<br><br>▶ |  |

### For Revision only - Aux fins de révision seulement

|  |  |   |
|--|--|---|
| TA Revision Number, if applicable<br>Numéro de révision de l'AT, s'il y a lieu | Total Estimated Cost of Task (Applicable taxes extra) before the revision<br>Coût total estimatif de la tâche (Taxes applicables en sus) avant la révision<br>\$ | Increase or Decrease (Applicable taxes extra), as applicable<br>Augmentation ou réduction (Taxes applicables en sus), s'il y a lieu<br>\$ |
|--|--|---|

**Start of the Work for a TA : Work cannot commence until a TA has been authorized in accordance with the conditions of the contract.**

**Début des travaux pour l'AT : Les travaux ne peuvent pas commencer avant que l'AT soit autorisée conformément au contrat.**

### 1. Required Work: - Travaux requis :

|  |  |
|--|--|
| A. Task Description of the Work required - Description de tâche des travaux requis | See Attached - Ci-joint <input type="checkbox"/> |
| B. Basis of Payment - Base de paiement   | See Attached - Ci-joint <input type="checkbox"/> |
| C. Cost of Task - Coût de la tâche   | See Attached - Ci-joint <input type="checkbox"/> |
| D. Method of Payment - Méthode de paiement   | See Attached - Ci-joint <input type="checkbox"/> |

**Annex  
Annexe** \_\_\_\_\_

Contract Number - Numéro du contrat

## 2. Authorization(s) - Autorisation(s)

By signing this TA, the authorized client and (or) the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the contract.

The client's authorization limit is identified in the contract. When the value of a TA and its revisions is in excess of this limit, the TA must be forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, le client autorisé et (ou) l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

La limite d'autorisation du client est précisée dans le contrat. Lorsque la valeur de l'AT et ses révisions dépasse cette limite, l'AT doit être transmise à l'autorité contractante de TPSGC pour autorisation.

\_\_\_\_\_  
Name and title of authorized client - Nom et titre du client autorisé à signer

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
PWGSC Contracting Authority - Autorité contractante de TPSGC

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## 3. Contractor's Signature - Signature de l'entrepreneur

\_\_\_\_\_  
Name and title of individual authorized - to sign for the Contractor  
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Solicitation No. - N° de l'invitation  
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File No. - N° du dossier  
.

Buyer ID - Id de l'acheteur  
067EE  
CCC No./N° CCC - FMS No./N° VME

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## ANNEX G

### CLAIM FOR PROGRESS PAYMENT FORM PWGSC-TPSGC 1111



# Claim for Progress Payment Demande de paiement progressif

If necessary, use form PWGSC-TPSGC 1112 to record detail costs

Si nécessaire, utiliser le formulaire PWGSC-TPSGC 1112 pour inscrire les coûts détaillés

|   |                               |  |   |
|---|-------------------------------|--|---|
| Contractor's Name and Address<br>Nom et adresse de l'entrepreneur   | Claim No.<br>N° de la demande | Date<br>YYYY-MM-DD / AAAA-MM-JJ          | Contract Price - Prix contractuel             |
|   | File No. - N° du dossier      |  | Contract Serial No.<br>N° de série du contrat |
| Contractor's Procurement Business Number (PBN)<br>Numéro d'entreprise-approvisionnement (NEA) de l'entrepreneur |                               | Financial Code(s) - Code(s) financier(s) |   |

Contractor's Report of Work Progress (if needed, use additional sheets)

Compte rendu de l'avancement des travaux par l'entrepreneur (si nécessaire, utiliser des feuilles supplémentaires)

| Period of work covered by the claim<br>Période des travaux visée par la demande ▶  | Current Claim<br>Demande courante     |                          | Previous Claims<br>Demandes précédentes |                          | Total to Date<br>Total à date |
|--|---------------------------------------|--------------------------|---|--------------------------|-------------------------------|
| <b>Description:</b> (Expenditures must be claimed in accordance with the basis and/or method of payment of the contract)<br><b>Description :</b> (Les dépenses doivent être réclamées conformément à la base de paiement et (ou) à la méthode de paiement du contrat). | (A)                                   | Tax Rate<br>Taux de taxe | (B)                                     | Tax Rate<br>Taux de taxe | (A + B)                       |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
|  |                                       | %                        |   | %                        |                               |
| Contractor's GST No.<br>N° de TPS de l'entrepreneur  | Subtotal<br>Sous-total                |                          |   |                          |                               |
| Contractor's QST No.<br>No. de TVQ de l'entrepreneur   | Applicable taxes<br>Taxes applicables |                          |   |                          |                               |
| Total  |                                       |                          |   |                          |                               |
| Less holdbacks on expenditures only (Applicable taxes excluded)<br>Moins les retenues sur les dépenses uniquement (Taxes applicables en sus)   |                                       |                          |   |                          |                               |
| Total Amount of Claim (including applicable taxes)<br>Montant total de la demande (incluant les taxes applicables)   |                                       |                          |   |                          |                               |

|   |   |                                   |   |                          |
|---|---|-----------------------------------|---|--------------------------|
| Percentage of the work completed<br>Pourcentage des travaux achevés | % | Current Claim<br>Demande courante | ▶ | Amount due<br>Montant dû |
|---|---|-----------------------------------|---|--------------------------|

Claim No.  
N° de la demande

Contract Serial No.  
N° de série du contrat

## CERTIFICATE OF CONTRACTOR

### I certify that:

- All authorizations required under the contract have been obtained. The claim is consistent with the progress of the work and is in accordance with the contract.
- Indirect costs have been paid for or accrued in the accounts.
- Direct materials and the subcontracted work have been received, accepted and either paid for or accrued in the accounts following receipt of invoice from supplier/subcontractor, and have been or will be used exclusively for the purpose of the contract.
- All direct labour costs have been paid for or accrued in the accounts and all such costs were incurred exclusively for the purpose of the contract;
- All other direct costs have been paid for or accrued in the accounts following receipt of applicable invoice or expense voucher and all such costs were incurred exclusively for the purpose of the contract; and
- No liens, encumbrances, charges or other claims exist against the work except those which may arise by operation of law such as a lien in the nature of an unpaid contractor's lien and in respect of which a progress payment and/or advance payment has been or will be made by Canada.

Contractor's Signature - Signature de l'entrepreneur

Check the box if the claim is being made with respect to advance payment provisions included in the basis of payment of the contract. ☐

This claim, or a portion of this claim, is for an advance payment.

### I certify that:

- The funds received will be used solely for the purpose of the contract and attached is a complete description of the purpose to which the advance payment will be applied.
- The amount of the payment is established in accordance with the conditions of the contract.
- The contractor is not in default of its obligations under the contract.
- The payment is related to an identifiable part of the contractual work.

Contractor's Signature - Signature de l'entrepreneur

## CERTIFICATES OF DEPARTMENTAL REPRESENTATIVES

**Scientific/Project/Inspection Authority:** I certify that the work meets the quality standards required under the contract, and its progress is in accordance with the conditions of the contract.

**Inspection Authority (all other contracts):** I certify that the quality of the work performed is in accordance with the standards required under the contract.

Signature of Scientific / Project / Inspection Authority  
Signature de l'autorité scientifique ou responsable du projet / de l'inspection

**Contracting Authority:** I certify that, to the best of my knowledge, the claim is consistent with the progress of the work and is in accordance with the contract. This claim, however, may be subject to further verification and any necessary adjustment before final settlement.

Contracting Authority Signature de l'autorité contractante

**Client's - (must sign the interim claim):** I certify that the claim is in accordance with the contract.

Client Signature du client

**Client's Authorized Signing Officer - (must sign the final claim):** I certify that all goods have been received and all services have been rendered, that the work has been properly performed and that the claim is in accordance with the contract.

Client Signature du client

## ATTESTATION DE L'ENTREPRENEUR

### J'atteste que :

- Toutes les autorisations exigées en vertu du contrat ont été obtenues. La demande correspond à l'avancement des travaux et est conforme au contrat.
- Les coûts indirects ont été réglés ou portés aux livres.
- Les matières directes et les travaux de sous-traitance ont été reçus, et le tout a été accepté et payé, ou encore porté aux livres après réception de factures envoyées par le fournisseur ou le sous-traitant; ces matières et ces travaux ont été ou seront utilisés exclusivement aux fins du contrat.
- Tous les coûts de la main-d'œuvre directe ont été réglés ou portés aux livres et tous ces coûts ont été engagés exclusivement aux fins du contrat.
- Tous les autres coûts indirects ont été réglés ou portés aux livres après réception des factures ou pièces justificatives pertinentes et tous ces coûts ont été engagés exclusivement aux fins du contrat.
- Il n'existe aucun privilège ni demande ou imputation à l'égard de ces travaux sauf ceux qui pourraient survenir par effet de la loi, notamment le privilège d'un entrepreneur non payé à l'égard duquel un paiement progressif et/ou un paiement anticipé a été ou sera effectué par le Canada.

Title - Titre

Date (YYYY-MM-DD / AAAA-MM-JJ)

Cocher la case si la demande est faite en rapport avec les dispositions relatives aux paiements anticipés qui se trouvent dans la base de paiement du contrat.

Cette demande, ou une partie de cette demande, est pour un paiement anticipé.

### J'atteste que :

- Les fonds reçus ne serviront uniquement qu'aux fins du contrat; ci-joint est une description complète des fins auxquelles le paiement anticipé sera utilisé.
- Le montant du paiement est établi conformément aux conditions du contrat.
- L'entrepreneur n'a pas manqué à ses obligations en vertu du contrat.
- Le paiement porte sur une partie identifiable des travaux précisés dans le contrat.

Title - Titre

Date (YYYY-MM-DD / AAAA-MM-JJ)

## ATTESTATIONS DES REPRÉSENTANTS DU MINISTÈRE

**Autorité scientifique ou responsable du projet / de l'inspection :** J'atteste que les travaux sont conformes aux normes de qualité exigées en vertu du contrat et que leur avancement est conforme aux conditions du contrat.

**Responsable de l'inspection (tous les autres contrats) :** J'atteste que la qualité des travaux exécutés est conforme aux normes exigées en vertu du contrat.

**Autorité contractante :** J'atteste, au meilleur de ma connaissance, que la demande correspond à l'avancement des travaux et est conforme au contrat. Toutefois, cette demande pourrait faire l'objet d'une autre vérification et de tout rajustement nécessaire avant le règlement final.

Title - Titre

Date (YYYY-MM-DD / AAAA-MM-JJ)

**Signataire autorisé du client - (doit signer la demande provisoire) :** J'atteste que la demande est conforme au contrat.

Title - Titre

Date (YYYY-MM-DD / AAAA-MM-JJ)

**Signataire autorisé du client - (doit signer la demande finale) :** J'atteste que tous les biens ont été reçus, que tous les services ont été rendus, que tous les travaux ont été exécutés convenablement, et que la demande est conforme au contrat.

Title - Titre

Date (YYYY-MM-DD / AAAA-MM-JJ)

Solicitation No. - N° de l'invitation  
B7310-190250/B  
Client Ref. No. - N° de réf. du client  
B7310-190250

Amd. No. - N° de la modif.  
File No. - N° du dossier  
.

Buyer ID - Id de l'acheteur  
067EE  
CCC No./N° CCC - FMS No./N° VME

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## ANNEX H

### SOFTWARE PUBLISHER CERTIFICATION FORMS



Solicitation No. - N° de l'invitation  
B7310-190250/B  
Client Ref. No. - N° de réf. du client  
B7310-190250

Amd. No. - N° de la modif.  
File No. - N° du dossier  
.

Buyer ID - Id de l'acheteur  
067EE  
CCC No./N° CCC - FMS No./N° VME

---



**Purchasing Office - Bureau des achats:**

Systems Software Procurement Division / Division  
des achats des logiciels d'exploitation  
Terrasses de la Chaudière  
4th Floor, 10 Wellington Street  
4th etage, 10, rue Wellington  
Gatineau  
Quebec  
K1A 0S5

**CONTRACT AMENDMENT  
MODIFICATION AU CONTRAT**

The referenced document is hereby amended: unless  
otherwise indicated, all other terms and conditions of  
the contract remain the same.  
Ce document est par la présente modifié: sauf indication  
contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this  
amendment.

Le fournisseur/entrepreneur accepte la présente  
modification/en accusé réception.

Signature \_\_\_\_\_ Date \_\_\_\_\_  
Name, title of person authorized to sign (type or print)  
Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith  
Prière de retourner une copie dûment signée immédiatement

**Comments - Commentaires**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

Deloitte LLP  
1600 - 100 Queen Street  
Ottawa  
Ontario  
K1P5T8  
Canada

|   |   |
|---|---|
| <b>Title - Sujet</b><br>Enterprise Fraud Management   |   |
| <b>Contract No. - N° du contrat</b><br>B7310-190250/001/EE  | <b>Amendment No. - N° Modif</b><br>002              |
| <b>Client Reference No. - N° de référence du client</b><br>B7310-190250   | <b>Date</b><br>2022-03-10                           |
| <b>Requisition Reference No. - N° de la demande</b><br>B7310-190250   |   |
| <b>File No. - N° de dossier</b><br>067ee.B7310-190250   | <b>CCC No./N° CCC - FMS No./N° VME</b>              |
| <b>Financial Codes</b><br><b>Code(s) financier(s)</b>   |   |
| <b>GST/HST</b><br><b>TPS/TVH</b>  |   |
| <b>F.O.B. - F.A.B.</b><br>Destination   |   |
| <b>GST/HST - TPS/TVH</b><br>See Herein - Voir ci-inclus   | <b>Duty - Droits</b><br>See Herein - Voir ci-inclus |
| <b>Destination - of Goods, Services, and Construction:</b><br><b>Destination - des biens, services et construction:</b><br>See herein   |   |
| <b>Invoices - Original and two copies to be sent to:</b><br><b>Factures - Envoyer l'original et deux copies à:</b><br>See herein  |   |
| <b>Address Enquiries to: - Adresser toutes questions à:</b><br>Pignat, Michael  | <b>Buyer Id - Id de l'acheteur</b><br>067ee         |
| <b>Telephone No. - N° de téléphone</b><br>(873) 354-4163 ( )  | <b>FAX No. - N° de FAX</b><br>( ) -                 |
| <b>Increase (Decrease) - Augmentation (Diminution)</b><br>\$392,882.92  |   |
| <b>Revised estimated cost</b><br><b>Coût révisé estimatif</b><br>\$5,030,347.55   | <b>Currency Type - Genre de devise</b><br>CAD       |
| <b>For the Minister - Pour le Ministre</b><br><b>Pignat, Michael</b><br>Digitally signed by: Pignat, Michael<br>DN: CN = Pignat, Michael C = CA O = GC OU =<br>PWGSC-TPSGC<br>Date: 2022.03.10 15:48:47 -05'00' |   |



**Purchasing Office - Bureau des achats:**

Systems Software Procurement Division / Division  
des achats des logiciels d'exploitation  
Terrasses de la Chaudière  
4th Floor, 10 Wellington Street  
4th etage, 10, rue Wellington  
Gatineau  
Quebec  
K1A 0S5

**DRAFT - PROJET  
CONTRACT AMENDMENT  
MODIFICATION AU CONTRAT**

The referenced document is hereby amended: unless  
otherwise indicated, all other terms and conditions of  
the contract remain the same.  
Ce document est par la présente modifié: sauf indication  
contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this  
amendment.

Le fournisseur/entrepreneur accepte la présente  
modification/en accusé réception.

Signature Dina Kamal, CN & Innovation Leader Date Mar 10, 2022  
Name, title of person authorized to sign (type or print)  
Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith  
Prière de retourner une copie dûment signée immédiatement

**Comments - Commentaires**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

Deloitte LLP  
1600 - 100 Queen Street  
Ottawa  
Ontario  
K1P5T8  
Canada

|   |   |
|---|---|
| <b>Title - Sujet</b><br>Enterprise Fraud Management   |   |
| <b>Contract No. - N° du contrat</b><br>B7310-190250/001/EE  | <b>Amendment No. - N° Modif</b><br>002              |
| <b>Client Reference No. - N° de référence du client</b><br>B7310-190250   | <b>Date</b>   |
| <b>Requisition Reference No. - N° de la demande</b><br>B7310-190250   |   |
| <b>File No. - N° de dossier</b><br>067ee.B7310-190250   | <b>CCC No./N° CCC - FMS No./N° VME</b>              |
| <b>Financial Codes</b><br><b>Code(s) financier(s)</b>   |   |
| <b>GST/HST</b><br><b>TPS/TVH</b>  |   |
| <b>F.O.B. - F.A.B.</b><br>Destination   |   |
| <b>GST/HST - TPS/TVH</b><br>See Herein - Voir ci-inclus   | <b>Duty - Droits</b><br>See Herein - Voir ci-inclus |
| <b>Destination - of Goods, Services, and Construction:</b><br><b>Destination - des biens, services et construction:</b><br>See herein |   |
| <b>Invoices - Original and two copies to be sent to:</b><br><b>Factures - Envoyer l'original et deux copies à:</b><br>See herein      |   |
| <b>Address Enquiries to: - Adresser toutes questions à:</b><br>Pignat, Michael  | <b>Buyer Id - Id de l'acheteur</b><br>067ee         |
| <b>Telephone No. - N° de téléphone</b><br>(873) 354-4163 ( )  | <b>FAX No. - N° de FAX</b><br>( ) -                 |
| <b>Increase (Decrease) - Augmentation (Diminution)</b><br>\$392,882.92  |   |
| <b>Revised estimated cost</b><br><b>Coût révisé estimatif</b><br>\$5,030,347.55   | <b>Currency Type - Genre de devise</b><br>CAD       |
| <b>For the Minister - Pour le Ministre</b>  |   |

Contract No. - N° du contrat  
B7310-190250/001/EE

Amd. No. - N° de la modif.  
002

Buyer ID - Id de l'acheteur  
067EE

Client Ref. No. - N° de réf. du client  
W8486-184830

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

## AMENDMENT 002

This amendment is raised to:

1. Increase the Total Estimated Cost on page 1 of the Contract;
2. Update Section 6. Task Authorization, Article 6.2 Task Authorization Limit;
3. Update Section 8. Authorities, Article 8.3 Client Administrative Contact;
4. Update Annex A Statement of Work, Section 6.2 Deliverables;
5. Update Annex B Basis of Payment, Table 1.1.1 Wave 1 Implementation;
6. Insert Work Package to Deliverables Table in Annex A Statement of Work

### 1) At Page 1 Total Estimated Cost:

**DELETE:**

\$4,637,464.63

**INSERT:**

\$5,030,347.55

### 2) At Section 6. Task Authorization, Article 6.2 Task Authorization Limit

**DELETE:**

The Client Administrative Contact may authorize individual task authorizations up to a limit of \$65,000.00, Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the Client Administrative Contact and/or Contracting Authority before issuance.

**INSERT:**

The Client Administrative Contact may authorize individual task authorizations up to a limit of \$25,000.00, Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the Client Administrative Contact and/or Contracting Authority before issuance.

|  |                            |                                 |
|--|----------------------------|---------------------------------|
| Contract No. - N° du contrat           | Amd. No. - N° de la modif. | Buyer ID - Id de l'acheteur     |
| B7310-190250/001/EE                    | 002                        | 067EE                           |
| Client Ref. No. - N° de réf. du client | File No. - N° du dossier   | CCC No./N° CCC - FMS No./N° VME |
| W8486-184830                           |                            |                                 |

### 3) At Section 8. Authorities, Article 8.3 Client Administrative Contact

#### DELETE:

The Client Administrative Contact is:

Name: Joanne Dubeau  
 Title: Senior Procurement Officer  
 Organization: Immigration, Refugees and Citizenship Canada  
 Address: 70 rue Crémazie Gatineau, QC K1A 1L1  
 Telephone: 873-408-0518  
 E-mail address: [Joanne.Dubeau@cic.gc.ca](mailto:Joanne.Dubeau@cic.gc.ca)

The Client Administrative Contact must receive the original Invoice. All inquiries for request for payment must be made to the Client Administrative Contact.

#### INSERT:

The Client Administrative Contact is:

Name: Micheline Lafontaine  
 Title: Senior Procurement Officer  
 Organization: Immigration, Refugees and Citizenship Canada  
 Address: 70 rue Crémazie Gatineau, QC K1A 1L1  
 Telephone: 343-553-7630  
 E-mail address: [Micheline.Lafontaine@cic.gc.ca](mailto:Micheline.Lafontaine@cic.gc.ca)

The Client Administrative Contact must receive the original Invoice. All inquiries for request for payment must be made to the Client Administrative Contact.

### 4) Annex A Statement of Work, Section 6.2 Deliverables

#### DELETE:

| Milestone / Deliverable | Description  | Forecast (Business days from Contract award date) |
|-------------------------|--|---|
| Milestone               | <b>*Contract Award*</b>  | <b>Day 0</b>                                      |
| Milestone               | Technical Team engagement with Supplier  | No later than 20 days from Contract Award         |
| Deliverable D01         | <ul style="list-style-type: none"> <li>Project Plan including Schedule and Work Breakdown Structure (WBS)</li> </ul> | No later than 20 days from Contract Award         |
| Deliverable D02         | <ul style="list-style-type: none"> <li>Risk Mitigation Strategies and Plan</li> </ul>                                | No later than 20 days from Contract Award         |
| Deliverable D03         | <ul style="list-style-type: none"> <li>Weekly Status Reports</li> </ul>  | Ongoing   |
| Milestone               | Start development of the solution  | No later than 40 days from Contract Award         |

Contract No. - N° du contrat  
 B7310-190250/001/EE

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 W8486-184830

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

|                 |   |  |
|-----------------|---|--|
| Deliverable D04 | <ul style="list-style-type: none"> <li>Deliverable Specifications and Acceptance Agreements (Upfront Deliverable Agreements (UDAs))</li> </ul>                  | No later than 40 days from Contract Award  |
| Deliverable D05 | <ul style="list-style-type: none"> <li>Gap Analysis and recommendations to address gaps, if applicable</li> </ul>   | No later than 40 days from Contract Award  |
| Deliverable D06 | <ul style="list-style-type: none"> <li>Complete Security Requirements Traceability Matrix (SRTM) – in consultation with Client.</li> </ul>                      | No later than 40 days from Contract Award  |
| Deliverable D07 | <ul style="list-style-type: none"> <li>Interview / workshop Schedule / plan</li> </ul>  | No later than 40 days from Contract Award  |
| Deliverable D08 | <ul style="list-style-type: none"> <li>Technical Solution Design</li> </ul>   | No later than 40 days from Contract Award  |
| Deliverable D09 | <ul style="list-style-type: none"> <li>Technical Configuration Document</li> </ul>  | No later than 130 days from Contract Award |
| Deliverable D10 | <ul style="list-style-type: none"> <li>Development Plan, if applicable</li> </ul>   | No later than 50 days from Contract Award  |
| Deliverable D11 | <ul style="list-style-type: none"> <li>Configuration of business rules as defined in use cases.</li> </ul>  | No later than 90 days from Contract Award  |
| Deliverable D12 | <ul style="list-style-type: none"> <li>Technical Design documents for reports, integrations, customizations, extensions and workflows, if applicable</li> </ul> | No later than 130 days from Contract Award |
| Deliverable D13 | <ul style="list-style-type: none"> <li>Training manuals</li> </ul>  | No later than 100 days from Contract Award |
| Deliverable D14 | <ul style="list-style-type: none"> <li>Training schedule</li> </ul>   | No later than 100 days from Contract Award |
| Milestone       | Training of technical team on solution  | No later than 120 days from Contract Award |
| Milestone       | Integration of use cases and reports  | No later than 120 days from Contract Award |
| Milestone       | Testing/validation of final solution use cases and reports  | No later than 120 days from Contract Award |
| Deliverable D15 | Test Cases and Scripts  | No later than 120 days from Contract Award |
| Deliverable D16 | Configured Test Environment for end-to-end solution   | No later than 120 days from Contract Award |
| Milestone       | Approved Transition Plan  | No later than 110 days from Contract Award |
| Milestone       | Pilot testing and remediation   | No later than 120 days from Contract Award |

Contract No. - N° du contrat  
B7310-190250/001/EE

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002

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Client Ref. No. - N° de réf. du client  
W8486-184830

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

|                 |   |  |
|-----------------|---|--|
| Deliverable D17 | Test Results and Defect Log                             | No later than 120 days from Contract Award |
| Milestone       | Necessary Privacy and Policy updates are completed      | No later than 120 days from Contract Award |
| Milestone       | Training of Workplace Investigations and Ethics (WIE)   | No later than 100 days from Contract Award |
| Milestone       | Stakeholder evaluation/approval to proceed              | No later than 110 days from Contract Award |
| Milestone       | Finalization of the solution                            | No later than 130 days from Contract Award |
| Milestone       | Complete development of the solution                    | No later than 130 days from Contract Award |
| Deliverable D18 | Deployment Approach and Prerequisites                   | No later than 130 days from Contract Award |
| Deliverable D19 | Deployment Test Plan                                    | No later than 130 days from Contract Award |
| Deliverable D20 | Deployment Test Results                                 | No later than 130 days from Contract Award |
| Deliverable D21 | Configured Production Environment                       | No later than 130 days from Contract Award |
| Deliverable D22 | "go/no-go" checklist to be completed with input by IRCC | No later than 130 days from Contract Award |
| Milestone       | Start solution implementation                           | No later than 140 days from Contract Award |
| Milestone       | Completed full Implementation of the solution           | No later than 140 days from Contract Award |
| Milestone       | Evaluation/Remediation and update of use cases/reports  | No later than 160 days from Contract Award |
| Deliverable D23 | Administrator (technical) manuals                       | No later than 160 days from Contract Award |
| Deliverable D24 | User (business) manuals                                 | No later than 160 days from Contract Award |
| Milestone       | <b>Wave 1 Implementation Project Close-Out Report</b>   | Within 160 days                            |

Contract No. - N° du contrat  
 B7310-190250/001/EE

Amd. No. - N° de la modif.  
 002

Buyer ID - Id de l'acheteur  
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Client Ref. No. - N° de réf. du client  
 W8486-184830

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

**INSERT:**

| Milestone / Deliverable | Description   | Forecast (Business days from Contract award date) |
|-------------------------|---|---|
| Milestone               | <b>*Contract Award*</b>   | <b>Day 0</b>                                      |
| Milestone               | Technical Team engagement with Supplier   | Delivered   |
| Deliverable D01         | <ul style="list-style-type: none"> <li>Project Plan including Schedule and Work Breakdown Structure (WBS)</li> </ul>  | Delivered   |
| Deliverable D02         | <ul style="list-style-type: none"> <li>Risk Mitigation Strategies and Plan</li> </ul>   | Delivered   |
| Deliverable D03         | <ul style="list-style-type: none"> <li>Weekly Status Reports</li> </ul>   | Delivered   |
| Milestone               | Start development of the solution   | Delivered   |
| Deliverable D04         | <ul style="list-style-type: none"> <li>Deliverable Specifications and Acceptance Agreements (Upfront Deliverable Agreements (UDAs))</li> </ul>                  | Delivered   |
| Deliverable D05         | <ul style="list-style-type: none"> <li>Gap Analysis and recommendations to address gaps, if applicable</li> </ul>   | Delivered   |
| Deliverable D06         | <ul style="list-style-type: none"> <li>Complete Security Requirements Traceability Matrix (SRTM) per SOW – in consultation with Client.</li> </ul>              | No later than December 2022                       |
| Deliverable D07         | <ul style="list-style-type: none"> <li>Interview / workshop Schedule / plan</li> </ul>  | No later than December 2022                       |
| Deliverable D08         | <ul style="list-style-type: none"> <li>Technical Solution Design</li> </ul>   | No later than December 2022                       |
| Deliverable D09         | <ul style="list-style-type: none"> <li>Technical Configuration Document</li> </ul>  | No later than December 2022                       |
| Deliverable D10         | <ul style="list-style-type: none"> <li>Development Plan, if applicable</li> </ul>   | No later than December 2022                       |
| Deliverable D11         | <ul style="list-style-type: none"> <li>Configuration of business rules as defined in use cases.</li> </ul>  | No later than December 2022                       |
| Deliverable D12         | <ul style="list-style-type: none"> <li>Technical Design documents for reports, integrations, customizations, extensions and workflows, if applicable</li> </ul> | No later than December 2022                       |
| Deliverable D13         | <ul style="list-style-type: none"> <li>Training manuals</li> </ul>  | No later than December 2022                       |
| Deliverable D14         | <ul style="list-style-type: none"> <li>Training schedule</li> </ul>   | No later than December 2022                       |



Contract No. - N° du contrat  
B7310-190250/001/EE

Amd. No. - N° de la modif.  
002

Buyer ID - Id de l'acheteur  
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Client Ref. No. - N° de réf. du client  
W8486-184830

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

| Milestone / Deliverable | Description   | Forecast (Business days from Contract award date) |
|-------------------------|---|---|
| Milestone               | Training of technical team on solution  | No later than December 2022                       |
| Milestone               | Integration of use cases and reports  | No later than December 2022                       |
| Milestone               | Testing/validation of final solution use cases and reports  | No later than December 2022                       |
| Deliverable D15         | <ul style="list-style-type: none"> <li>Test Cases and Scripts</li> </ul>                              | No later than December 2022                       |
| Deliverable D16         | <ul style="list-style-type: none"> <li>Configured Test Environment for end-to-end solution</li> </ul> | No later than December 2022                       |
| Milestone               | Approved Transition Plan  | No later than December 2022                       |
| Milestone               | Pilot testing and remediation   | No later than December 2022                       |
| Deliverable D17         | <ul style="list-style-type: none"> <li>Test Results and Defect Log</li> </ul>                         | No later than December 2022                       |
| Milestone               | Necessary Privacy and Policy updates are completed  | No later than December 2022                       |
| Milestone               | Training of Workplace Investigations and Ethics (WIE)   | No later than December 2022                       |
| Milestone               | Stakeholder evaluation/approval to proceed  | No later than December 2022                       |
| Milestone               | Finalization of the solution  | No later than December 2022                       |
| Milestone               | Complete development of the solution  | No later than December 2022                       |
| Deliverable D18         | <ul style="list-style-type: none"> <li>Deployment Approach and Prerequisites</li> </ul>               | No later than December 2022                       |
| Deliverable D19         | <ul style="list-style-type: none"> <li>Deployment Test Plan</li> </ul>                                | No later than December 2022                       |
| Deliverable D20         | <ul style="list-style-type: none"> <li>Deployment Test Results</li> </ul>                             | No later than December 2022                       |
| Deliverable D21         | <ul style="list-style-type: none"> <li>Configured Production Environment</li> </ul>                   | No later than December 2022                       |

Contract No. - N° du contrat  
B7310-190250/001/EE

Amd. No. - N° de la modif.  
002

Buyer ID - Id de l'acheteur  
067EE

Client Ref. No. - N° de réf. du client  
W8486-184830

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

| Milestone / Deliverable | Description   | Forecast (Business days from Contract award date) |
|-------------------------|---|---|
| Deliverable D22         | <ul style="list-style-type: none"> <li>“go/no-go” checklist to be completed with input by IRCC</li> </ul> | No later than December 2022                       |
| Milestone               | Start solution implementation   | No later than December 2022                       |
| Milestone               | Completed full Implementation of the solution   | No later than December 2022                       |
| Milestone               | Evaluation/Remediation and update of use cases/reports  | No later than December 2022                       |
| Deliverable D23         | <ul style="list-style-type: none"> <li>Administrator (technical) manuals</li> </ul>                       | No later than December 2022                       |
| Deliverable D24         | <ul style="list-style-type: none"> <li>User (business) manuals</li> </ul>                                 | No later than December 2022                       |
| Milestone               | <b>Wave 1 Implementation Project Close-Out Report</b>   | December 2022                                     |

#### 5) At Annex B BASIS OF PAYMENT, Section

**DELETE:**

| Wave 1 Implementation |  |                 |                   |
|-----------------------|--|-----------------|-------------------|
| Item                  | Milestone Description                              | Timeline        | Milestone Payment |
| 1                     | Milestone 1 – Completion of D01 to D05             | End of Period 2 |                   |
| 2                     | Milestone 2 – Completion of D06 to D08, D10 to D11 | Mid of Period 5 |                   |
| 3                     | Milestone 3 – Completion of D09, D12 to D17        | End of Period 6 |                   |
| 4                     | Milestone 4 – Completion of D18 to D24             | End of Period 8 |                   |
| Wave 1 Total:         |  |                 | \$2,640,000.00    |

Contract No. - N° du contrat  
 B7310-190250/001/EE

 Amd. No. - N° de la modif.  
 002

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 067EE

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 W8486-184830

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

**INSERT:**

| Wave 1 Implementation |   |                   |
|-----------------------|---|-------------------|
| Item                  | Milestone Description   | Milestone Payment |
| 1                     | Milestone 1 – Completion of D01 to D05 Completed and invoiced |                   |
| 2                     | Milestone 2 – Completion of D06                               |                   |
| 3                     | Milestone 3 – Completion of D07 to D08, D10                   |                   |
| 4                     | Milestone 4 – Completion of D09                               |                   |
| 5                     | Milestone 5 – Completion of D11 to D12                        |                   |
| 6                     | Milestone 6 – Completion of D13 to D17                        |                   |
| 7                     | Milestone 7 – Completion of D18 to D24                        |                   |
| Wave 1 Total:         |   | \$2,640,000.00    |

**6) At Annex A Statement of Work****INSERT:****6.4 Work Packages to Deliverables Mapping**

| Work Package                                  | Deliverables   |
|---|--|
| <b>WP1-Project Initiation</b>                 | D01. Project Plan including Schedule and WBS<br>D02. Risk Mitigation Strategies and Plan<br>D03. Weekly Status Reports Template<br>D04. Deliverable Specifications and Acceptance Agreements (Upfront Deliverable Agreements (UDAs)) |
| <b>WP2-Solution Design &amp; Gap Analysis</b> | D05. Gap Analysis and recommendations to address gaps, if applicable<br>D06. Complete SRTM per SOW<br>D07. Interview / workshop Schedule / plan<br>D08. Technical Solution Design<br>D10. Development Plan                           |
| <b>WP3-Development and documentation</b>      | D09. Technical Configuration Document<br>D11. Configuration of business rules as defined in use cases<br>D12. Technical Design documents for reports, integrations, customizations, extensions and workflows, if applicable          |
| <b>WP4-System Testing</b>                     | D15. Test Cases and Scripts<br>D16. Configured Test Environment for end-to-end solution<br>D17. Test Results and Defect Log  |
| <b>WP5-Training</b>                           | D14. Training schedule<br>D13. Training manuals  |
| <b>WP6-Transition to prod &amp; Go-live</b>   | D18. Deployment Approach and Prerequisites<br>D19. Deployment Test Plan<br>D20. Deployment Test Results<br>D21. Configured Production Environment<br>D22. "go/no-go" checklist to be completed with input by IRCC                    |
| <b>WP7-Operationalization</b>                 | D23. Administrator (technical) manuals<br>D24. User (business) manuals   |

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W8486-184830

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

**ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.**

## AMENDMENT 2

### APPENDIX B TO ANNEX A TASK AUTHORIZATION FORM

| TASK AUTHORIZATION (TA) FORM  |                   |                              |                                   |
|---|-------------------|------------------------------|-----------------------------------|
| <b>Contractor:</b>  | DELOITTE INC.     | <b>Contract Number:</b>      | B9220-210014/001/ZM               |
| <b>Commitment Number (PR#):</b>   | 152622            | <b>Financial Coding:</b>     | 0500-0640-6762-54080-9271-1001126 |
| <b>Task Number:</b>   | 7114037<br>(TA02) | <b>Amendment Number:</b>     | 002                               |
| <b>Issue Date:</b>  |                   | <b>Response required by:</b> |                                   |
| <b>1. STATEMENT OF WORK (WORK ACTIVITIES, CERTIFICATIONS AND DELIVERABLES)</b>  |                   |                              |                                   |
| <p><b>NEW</b><br/> <b>Amendment #002 is raised to:</b></p> <ul style="list-style-type: none"> <li>Reduce TA \$ amount by \$94,916 (exclusive of tax)</li> <li>Reduce scope of deliverables</li> </ul> <p><b>NEW</b><br/> <b>Amendment #001 is raised to:</b></p> <ul style="list-style-type: none"> <li>Amend the Description of the Project/Work required (highlighted in yellow)</li> <li>Revise deliverables and their respective schedule</li> <li>Increase the TA amount by \$1,919,450 for services, plus \$287,437.64 in applicable taxes for an overall increase of \$2,206,887.64</li> </ul> <p style="text-align: center;"><b>Task Authorization – Statement of Work</b><br/> <b>GCMS DR Testing Capability</b></p> <p><b>Description of the Project / Work Required:</b></p> <p><b><u>Digital &amp; System Integration Services - Emergency Response to COVID-19</u></b></p> <p>Immigration, Refugees and Citizenship Canada (IRCC) is seeking the services of a global organization(s) (the “Contractor”) with expertise in rapidly developing and implementing Digital solutions and supporting technologies in response to the recent global pandemic. COVID-19 has increased the urgency for IRCC to develop updated (i) new strategies, and (ii) processes and digital systems to cope with the rapid change it is undergoing. These include updating systems and processes for internal staff, re-thinking and re-designing how IRCC provides its services to its clients within Canada and around the world, leveraging digital processes wherever possible thus minimizing the need for in-person interaction or paper-based processes for the safety of IRCC’s staff, clients and community.</p> <p><b>Specifically for this TA, the focus is on the integral digital system of Global Case Management System (GCMS) and supporting the GCMS Disaster Recovery (DR) project.</b> This is a work is required to ensure integral GCMS processes and digital systems are maintained during COVID-19, a top priority for IRCC as it is a critical enabler of the Digital Platform Modernization (DPM) initiative which, in turn, is a top priority for the Government of Canada.</p> <p>The DR project is about to enter an intensive testing phase to validate that the application functions, as designed, on new infrastructure, in a new data center and that disaster recovery, performance, partner</p> |                   |                              |                                   |

interfaces, and local failovers work as expected.

To date, project testing has used a shared model leveraging existing resources and approaches from the existing application support and development teams. Resource contention and competing priorities have led to delays in test execution and defect management. This has impacted the project schedule. The testing model needs to be changed to provide dedicated focus to testing and defect management. **The project needs a robust testing and defect management capability that can reliably deliver a tested application in accordance with the project schedule.**

The project also requires refinement of the post-cutover operating model to ensure streamlined operations in production between all involved stakeholders.

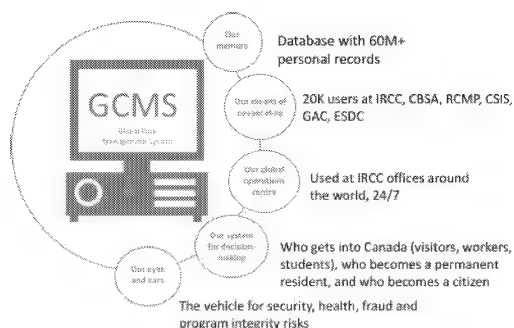
IRCC requires the respondent to create and manage a testing capability for the project that would take the project through to implementation. The respondent would review the project's current testing efforts and propose an approach to complete the project. This would be reviewed with the project authority and, upon agreement, proceed to implementation which will allow for the GCMS DR project to meet the identified QA and operational goals within the defined project timelines.

## Background

The Global Case Management System (GCMS) is an Immigration, Refugees and Citizenship Canada (IRCC) mission-critical application utilized by more than 16,000 users from IRCC and various other government departments such as: Canada Border Services Agency (CBSA), Global Affairs Canada (GAC), Immigration and Refugee Board of Canada (IRB), Royal Canadian Mounted Police (RCMP), Employment and Social Development Canada (ESDC) and others. Unavailability of this service can lead to border closures and the inability to process travel visas and immigration requests.

In one day of business, GCMS handles:

- 10,000 Electronic Travel Authorizations (eTA) applications received
- Final decisions on 3,500 Temporary Resident Visa applications
- Thousands of permanent residence decisions
- Hundreds of inland asylum claim eligibility decisions
- 1,500 Citizenship Grant and Proof application final decisions



During the summer of 2015, Gartner Inc., in conjunction with IRCC and SSC conducted a GCMS Disaster Recovery (DR) analysis and recommended the implementation of a DR site at one (1) of the new SSC managed Enterprise Data Centers (EDCs).

The GCMS Disaster Recovery (GCMS DR) project involves a migrating the existing production and staging environments for the GCMS application from the JETS data center to EDC Barrie. The disaster recovery site for the GCMS will be the SSC Gatineau data center.

The GCMS production environment is configured to operate in a high availability mode with most components supporting fail over to a duplicate component in the event of a single or multiple component failure. The client facing portion of the GCMS service hub is built on a two-(2) node concept (one active, one inactive) to facilitate the deployment of GCMS functionality with minimal downtime. All production

components operate out of a single datacenter (Jean Edmonds Tower South (JETS)) in downtown Ottawa, there is no secondary datacenter or fail-over site currently in place. This presents a high risk to IRCC and other GCMS stakeholders given that a serious outage affecting the datacenter could affect all IRCC services for an extended period of time.

Currently, the project is being managed by a core IRCC/SSC team led by a pair of Directors – one from each department. The core team is focused on project management, architecture, design, and infrastructure provision. Other project tasks such as application builds, testing, defect fixes, and infrastructure are delivered via a sharing arrangement with IRCC's IT-Operations and SSC's Service lines.

The project has completed design and development and is about to enter the testing phase.

### **Current Testing Approach**

The project is currently completing the build of the Staging environments at EDC Barrie. Staging has 2 environments – Staging A and Staging B and they are replicas of each other. They will be identical to the eventual Production A and B environments with the only difference being the capacity of the environments. The testing of these 4 environments represents the scope of this work.

The same testing will be performed for each of the staging A/B and production A/B builds and it needs to verify:

1. All GCMS functions perform as they do today in JETS on the new infrastructure, upgraded operating system, at EDC Barrie
2. Partner connectivity functions as it does today
3. GCMS has a sufficient level of performance
4. New testing to confirm disaster recovery and failover testing between the A/B streams
5. Testing to verify new infrastructure reacts in the way expected in the event of local issues

No new GCMS functionality is being delivered as part of the project. The focus is on moving the GCMS application suite from JETS to EDC Barrie, upgrading operating systems, installing the application on new infrastructure, and creating a disaster recovery ability at a sister data center.

The current test planning approach is to execute the same suite of test cases in each of the environments (Staging A/B, Production A/B). To exercise all the GCMS functions and verify the testing criteria, requires ~500 test cases. This was based on an analysis by the project team and the IT-OPS team that supports GCMS today. These test cases were developed and scripted during test planning and consist of a mix of automated and manual test cases. The existing GCMS QA test team estimates that execution is ~ 1 test case per day. The current approach is to repeat the same suite of test cases in each of the 4 environments.

The current approach has defects handled by the development teams and managed through a ticketing system. Four development teams handle the majority of the defects:

- Siebel
- eServices

- Integration – Biztalk and a Message Exchange Layer based on MQ
- ESO which handles the application builds.

Capacity and priority contention between defects and other development activities leads to slow defect resolution which delays the project's testing efforts. This is a key problem for the project that needs to be addressed through this Statement of Work. The project is currently attempting to complete testing in development and integration environments both of which are on the SDLC path prior to Staging and Production.

The QA team uses Selenium test suite for automation and Loadrunner for performance testing.

## REVISED Statement of Work and Deliverables

### Stream I (Advisory) Scope:

To execute the Stream I work, the activities that IRCC expects would include:

- **Understanding the current situation.** This involves reviewing the existing test plans, approach, environments, resourcing plans, defects, deployment and testing processes and governance, and progress for the project. This would also include interviewing members of the project management, key testing participants, and reviewing existing documents, including the proposed test scripts.
- **Developing a proposed approach** to complete testing for the DR project. This approach would include:
  - Testing approach for testing planning, execution and defect fix.
  - Resourcing model to execute the approach including defect fixes including how the acquire the right knowledge to execute defect fixes
  - Approach to managing the testing process
  - Requirements and resourcing from IRCC/SSC to support this approach
  - Integration points and a proposed interaction model with the existing IRCC IT-Ops organization that support the GCMS application and release today.
  - Approach for code package promotion through the environment stack balancing out needs for speed and quality
  - Approach to reducing volume of operational work by ESO
  - A list of the proposed testing deliverables.
- **An estimate, timeline, and proposed cost** to complete the work.
- **The risk and issues** associated with the proposed approach

| Deliverable      | Description  |
|------------------|--|
| Testing Approach | The proposed approach to testing that describes the proposed model for testing and defect management (informed by key risks and issues), including approach on testing environments, |



|                                      |   |
|--------------------------------------|---|
|                                      | tools and test data.  |
| Workplan, Estimates, Resourcing      | To implement and execute the proposed approach. The estimate should include the underlying assumptions such as # of test cases, time to execute test case, # of defects, etc. It needs to provide visibility into the staffing model so IRCC can understand the resourcing implications |
| Transition Approach                  | Describes how the respondent would transition from the projects current testing model to the proposed approach with minimal disruption to the project and schedule.   |
| Critical Success Factors             | A list of the key assumptions and critical success factors that will make the proposed approach successful.   |
| Deliverable Schedule and Description | A list and description of the key testing deliverables that the respondent would provide as they execute testing.   |
| Summary Presentation                 | A summary of the approach, workplan and estimates that can be used at the DG/ADM level  |

In addition to the aforementioned requirements around DR testing scope, there is a need to align the various stakeholder on the operating model for Day 2, post migration cutover into the new data centres. The request for the contractor is to help derive alignment by coordinating with the various stakeholders on areas of alignment, facilitating discussions and document the outcomes of the conversations.

#### **NEW Stream II (Implementation Support) Scope:**

As part of Stream II, the contractor will be engaged to execute on the prioritized recommendations from the assessment and build process optimization and automation in order to ensure DR project can be delivered in a timely manner in accordance with DR project timelines.

The contractor is required to augment the DR delivery team, especially in areas where capacity and capability gaps exists, in particular to the following functions: performance testing, test automation, ESO operations work.

The contractor will also be required to continue managing and coordinating the various stakeholders involved to drive the Day 2 operating model work to completion including initiating the thinking on pre cutover dry runs and failover testing approach.

#### **NEW Work Details:**

The Director for the GCMS project is Franck Desormiere. The responsible senior executive is Nancy Violette-Fehr.

|                              |   |  |
|------------------------------|---|--|
| <b>2. PERIOD OF SERVICES</b> | <b>REVISED<br/>STREAM I<br/>FROM 23rd Dec, 2020</b> | <b>REVISED<br/>STREAM I<br/>TO 5th Feb, 2021</b> |
|------------------------------|---|--|

s.20(1)(b)

|  | STREAM II<br>FROM 26th Jan, 2021  | STREAM II<br>TO 11th Jun, 2021 |
|--|---|--------------------------------|
| <b>3. Work Location:</b>   | N/A – All work to be conducted remotely.  |                                |
| <b>4. Invoice sent to:</b>   | IRCC.DSBFINANCEADMIN-<br>DGSNFINANCEADMIN.IRCC@cic.gc.ca<br>[send copy of invoice to: carole.holden@tpsgc-pwgsc.gc.ca ] |                                |
| <b>5. Travel Requirements:</b>   | N/A – All work to be conducted remotely.  |                                |
| <b>6. Language Requirements:</b>   | English.  |                                |
| <b>7. Other Conditions / Constraints:</b>                                    | N/A.  |                                |
| <b>8. Level of Security Clearance Required for the Contractor Personnel:</b> | Reliability Status.   |                                |
| <b>9. Contractor's Response:</b>   |   |                                |

**Pages 158 to / à 161  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**20(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## REVISED 9.1 Milestone/Deliverable and Services

### 9.1.a Stream I Milestone/Deliverable

This stream's work is based on fixed cost by milestone as follows:

| Milestone/Deliverable  | Delivery Week | Firm Price Amount (exclusive of tax) |
|--|---------------|--------------------------------------|
| 1. Defect Management Optimization and Plans<br>2. Code Promotion Approach  | Week 4        |                                      |
| 1. Test Strategy<br>2. Failover Test Execution and Coordination Plans<br>3. Recommendations for Environment Support and Operations<br>4. Day 2 Operating Model Outline and Early Draft | Week 6        |                                      |
| <b>Total</b>   |               | \$360,000.00                         |

### NEW 9.1.b Stream II Milestone/Deliverable

| Milestone/Deliverable   | Delivery Week | Firm Price Amount (exclusive of tax) |
|---|---------------|--------------------------------------|
| January Scope Completion *                                      | 29-Jan-21     |                                      |
| Test Strategy Optimization Execution                            | 19-Feb-21     |                                      |
| February Scope Completion *                                     | 26-Feb-21     |                                      |
| Prioritized Defect Management Recommendations Delivery          | 19-Mar-21     |                                      |
| March Scope Completion *  | 2-Apr-21      |                                      |
| ConOps Document Draft   | 16-Apr-21     |                                      |
| April Scope Completion *  | 30-Apr-21     |                                      |
| Prioritized Environment and Operations Recommendations Delivery | 7-May-21      |                                      |
| May Scope Completion *  | 4-Jun-21      |                                      |
| Draft ConOps Document Delivery (Amended)**                      | 11-June-21    |                                      |
| Full ConOps Document Delivery                                   | 11-Jun-21     |                                      |
| <b>Total</b>  |               | \$1,919,450.00<br>\$1,824,534        |

\*As agreed upon with project leadership, in particular to staff augmentation function and otherwise

\*\*Deliverable value adjusted based on a pre-liminary draft of the ConOps document submitted to, and accepted by, IRCC.

**Deliverable and Milestone Inspection and Acceptance:** The Project Lead, on behalf of the Technical Authority, will inspect and accept the deliverables (as outlined in section 1) and milestones within 3 business days of submission from the Contractor, prior to payment processing.

## REVISED 9.2 Total Cost

### 9.2.a Cost breakdown for Stream I:

| Category and Name of Proposed Resource  | PWGSC Security File Number | Firm Per Diem Rate | Estimated # of Days | Total cost |
|---|----------------------------|--------------------|---------------------|------------|
| Level 3 P.5 - Project Executive -   |                            |                    |                     |            |
| Level 3 P.5 - Project Executive -   |                            |                    |                     |            |
| Level 3 P.5 - Project Executive -   |                            |                    |                     |            |
| Level 3 P.5 - Project Executive -   |                            |                    |                     |            |
| Level 2 P.9 – Project Manager - QA / Testing Manager -  |                            |                    |                     |            |
| Level 2 – B.3 – Business Consultant - QA / Testing Sr Consultant -  |                            |                    |                     |            |
| Level 2 P.9 – Project Manager - Ops Manager –   |                            |                    |                     |            |
| Level 2 P.9 – Project Manager – Sr Deployment/ Release Process Engineer –   |                            |                    |                     |            |
| Level 2 – B.3 – Business Consultant Project Facilitation / Deliverable Support –  |                            |                    |                     |            |
| Level 2 – P.9 – Project Manager – Day 2 OpModel Lead -  |                            |                    |                     |            |
| <b><i>Team members supporting integration with other Deloitte projects. Marginal efforts included with no associated cost</i></b> |                            |                    |                     |            |
| Level 3 P.5 - Project Executive -   |                            |                    |                     |            |
| Level 1 B.3 – Business Consultant – Project Consultant -  |                            |                    |                     |            |
| Level 3 P.5 - Project Executive –   |                            |                    |                     |            |
| Level 3 P.5 - Project Executive –   |                            |                    |                     |            |

| Adjustment to reflect fixed price milestones / deliverables for this TA (Dec 2020)  |   |                    |                     |            |
|---|---|--------------------|---------------------|------------|
|   | Sub-Total of Stream I(Taxes Extra)<br>(A):          |                    | \$360,000.00        |            |
|   | Applicable Taxes (B):                               |                    | \$53,910.00         |            |
|   | Total Cost of Stream I (Taxes included) (C= A + B): |                    | \$413,910.00        |            |
| <ul style="list-style-type: none"><li>- This work will be delivered at a firm fixed price as per the milestone / deliverable payment schedule above. The total fixed price <b>\$413,910</b> is reflective of applicable taxes (based on a tax rate of 14.975%)</li><li>- The cost breakdown provided is reflective of estimated effort and assumptions at the time of TA submission. Actual hours may vary from these estimates over the course of delivery, but will not impact the price to deliver the scope described for the Stream I in this TA</li></ul> |   |                    |                     |            |
| <b><u>NEW 9.2.b Cost breakdown for Stream II:</u></b>   |   |                    |                     |            |
| Category and Name of Proposed Resource  | PWGSC Security File Number                          | Firm Per Diem Rate | Estimated # of Days | Total cost |
| Level 3 P.5 - Project Executive -   |   |                    |                     |            |
| Level 3 P.5 - Project Executive -   |   |                    |                     |            |
| Level 3 P.5 - Project Executive -   |   |                    |                     |            |
| Level 3 P.5 - Project Executive -   |   |                    |                     |            |
| Level 3 P.9 – Project Manager - QA / Testing Manager –  |   |                    |                     |            |
| Level 2 – P.9 – Project Manager – Delivery Enablement –   |   |                    |                     |            |
| Level 2 P.3 – Business Consultant – Delivery Enablement -TBC  |   |                    |                     |            |
| Level 2 P.9 – Project Manager – Testing – TBC   |   |                    |                     |            |
| Level 2 – A.6 – Programmer / Software Developer – TBC   |   |                    |                     |            |
| Level 2 – A.6 – Programmer / Software Developer – TBC   |   |                    |                     |            |
| Level 2 – A.6 – Programmer / Software Developer – TBC   |   |                    |                     |            |
| Level 2 – A.6 – Programmer / Software Developer – TBC   |   |                    |                     |            |
| Level 2 – I.9 – System Administrator - TBC  |   |                    |                     |            |

|  |   |                |
|--|---|----------------|
| Level 1 – A.1 – Application / Software Architect - TBC   |   |                |
| Level 3 P.9 – Project Manager – Day 2 OpModel –  |   |                |
| Level 2 – P.9 – Project Manager – Day 2 OpModel – TBC  |   |                |
| Level 2 – B.3 – Business Tech Consultant – Day 2 OpModel – TBC   |   |                |
| Level 3 P.5 - Project Executive -  |   |                |
| Level 1 B.3 – Business Consultant – Project Consultant -   |   |                |
| <b>Adjustment to price milestones / deliverables for this TA</b>   |   |                |
|  | <b>Sub-Total of Stream II (Taxes Extra) (A):</b>                            | \$1,919,450.00 |
|  | <b>Reduction in total amount due to amended Con Ops deliverable (B)</b>     | \$94,916       |
|  | <b>Sub-Total of Stream II (Taxes Extra) (A-B=C)</b>                         | 1,824,534      |
|  | <b>Applicable Taxes (B):</b>  | \$273,233.97   |
|  | <b>Total Cost of Stream II (Taxes included) (C= A + B):</b>                 | \$2,097,757.97 |
|  | <b>Total Cost of TA including Stream I &amp; Stream II (taxes included)</b> | \$2,511,667.97 |
| <ul style="list-style-type: none"> <li>- This Stream II work will be delivered at a firm fixed price as per the milestone / deliverable payment schedule above. The total price \$2,511,667.97 is reflective of applicable taxes (based on a tax rate of 14.975%)</li> <li>- The cost breakdown provided is reflective of estimated effort and assumptions at the time of this TA submission. Number of resources and durations can be adjusted based on joint agreement between IRCC and Deloitte</li> <li>- Deloitte will submit engagement payment invoice to IRCC every four (4) weeks based on work performed on a time and material basis based on work actually performed on the project</li> </ul> |   |                |
| <b>9.3 Key Contractor Assumptions and Dependencies</b>   |   |                |
| <b>REVISED Assumptions</b>   |   |                |
| <ul style="list-style-type: none"> <li>- The start date for the Stream I work will be December 23, 2020, and the end date will be February 5, 2021</li> <li>- The start date for the Stream II work will be January 26, 2021, and the end date will be June 11, 2021</li> <li>- Activities and deliverables will be completed in collaboration with IRCC</li> <li>- IRCC will identify the stakeholders to attend any information sessions and meetings</li> </ul>   |   |                |

- IRCC will provide access to all required data and documents in a timely manner needed to complete the advisory stream (Stream I) of the engagement
- IRCC will book interviews and ensure stakeholders provide necessary support for the engagement
- Work will be conducted remotely via telephone and videoconferencing as appropriate
- Deloitte and IRCC will confirm the deliverable sign-off process as part of the first week of work on this TA. This will include identifying who from IRCC will provide approval for each deliverable.
- Deliverables and work products (i.e., presentation material, tools and templates) will be provided in English. Translation, if required, will be provided, in a timely manner, by IRCC.
- Implementation of improvement recommendations e.g. roll-out and operation of defect management process, implementation of the recommended environment management approach as well as staffing of incremental resources are out of scope of Stream I
- Depending on the security requirements, IRCC will provide a laptop and required access in a timely manner for the engagement
- Completion of the work within this TA will not preclude Deloitte from providing support to additional IRCC initiatives and priorities
- Open-source test automation framework e.g. Selenium will be leveraged to develop under Function B for Stream II

## REVISED Dependencies

### Stream I

- Availability of IRCC personnel for key interviews and deliverable reviews across the following functions: development, testing, project management, ESO (operations) to establish the current state
- Availability of project documents aforementioned to establish current state. If necessary, the required information will be gathered through interviewing stakeholders or observing project activities

### Stream II

- Socialization of the Deloitte Stream II project mandate to project resources by IRCC leadership
- Management support from project leadership (QM and ESO)
- Alignment on accountability and signing authority for Day 2 Op-Model deliverables

|   |   |
|---|---|
| <b>10. Contractor's Signature</b>   |   |
| Name, Title and Signature of Individual Authorized to Sign on Behalf of <b>Contractor</b> | Signature: _____                          |
| <b>Shannon Kot</b>  | Date: <u>August 27<sup>th</sup>, 2020</u> |
| (type or print)   |   |
| <b>11. Approval – Signing Authority</b>   |   |
| <b>Signatures (Client)</b>  |   |



|   |   |
|---|---|
| Name, Title and Signature of <b>Technical Authority</b> to Sign on Behalf of CIC<br><br>(type or print)   | Digitally signed by<br><b>Naim, Omar</b><br>Signature: _____<br>Date: 2021.09.10 16:31:31 -04'00'           |
| Name, Title and Signature of <b>CIC Procurement Representative</b> to Sign on Behalf of CIC<br><br>(type or print)  | Digitally signed by<br><b>Strangemore, Jessica</b><br>Signature: _____<br>Date: 2021.09.14 09:31:30 -04'00' |
| <b>Signatures (PWGSC)</b>   |   |
| Name, Title and Signature of <b>*Contracting Authority</b> to Sign on Behalf of Public Works and Government Services Canada<br><br>(type or print)  | Signature numérique de<br><b>Chouinard, Judith</b><br>Signature: _____<br>Date: 2021.09.20 08:50:03 -04'00' |
| You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out there of. |   |